

LOG LINES

Defense Logistics Agency
Logistics News Customers Can Use

Spring/Summer 2005



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LogLines magazine is published by the Defense Logistics Agency Office of Public Affairs on a biannual basis. It is a medium of information designed to educate customers on the wide range of products and services that are available from DLA. Each issue highlights agency capabilities, business processes, process changes, and new initiatives.

The audience consists of military service members, federal employees and industry. The contents of LogLines are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense or the Defense Logistics Agency.

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From the Editor

by Mimi Schirmacher

The Defense Logistics Agency (DLA) work force is comprised of approximately 21,000 military and civilian personnel who are dedicated to providing logistics support to America's Armed Forces. The scope of our business involves processing an average of 54,000 requisitions and 8,200 contracts a day. We provide approximately 95 percent of the repair parts and 100 percent of the food used by the military services.

We realize the importance of providing a high level of customer service. By using proven business practices and strategies, DLA is continually re-engineering, reinventing and reforming the way we do business in order to provide best value solutions to our customers.

As one example, read about how we are using radio frequency identifica-

tion tags on pallets and shipping containers to help track thousands of shipments to America's warfighters. Or find out about a distribution strategy called Hub and Spoke, which DLA is using to optimally support our warfighters all around the world.

You can also read about our Business Alliance Awards which were presented to industry partners, customers and individuals who demonstrated outstanding efforts to partner with DLA and improve our mission.

DLA systems, processes and procedures aid in streamlining the supply of critical items that the Armed Forces depend upon, as well as ensuring we are good stewards of taxpayers' dollars.

DLA is a world class organization and the Agency our warfighters turn to for all of their supply needs. ♦

Front Cover Photo: U.S. Marines cross a three-strand bridge through the treetop canopy at the beginning of an endurance course at the Jungle Warfare Training Center on Camp Gonslaves, Okinawa, Japan. DoD photo by Petty Officer 3rd Class John P. Curtis, U.S. Navy. (Released)

DIRECTOR'S MESSAGE



KEITH W. LIPPERT
Vice Admiral, SC, USN
Director



Message

From the Director

The Defense Logistics Agency (DLA) is the Department of Defense's (DOD) only combat support agency, and we are proud to support the Military Services and Combatant Commanders around the world.

In order to meet the ever changing demands of today's global logistics environment, DLA must continue to evolve as DOD's premier end-to-end supply chain integrator. We have become a national strategic asset providing 'factory to foxhole' management of consumable items, stock positioning and distribution services, reutilization and marketing services, and logistics information to a global deployed and deployable force.

This environment dictates that we adopt a robust

business strategy that will allow DLA to build and deliver integrated, tailored logistics solutions crossing the operational spectrum from peace to war.

One example of this is the use of Radio Frequency Identification (RFID) tags for the shipment of products within the DOD supply chain. The RFID tags became mandatory in DOD contracts issued as of October 1, 2004, for delivery of material on or after January 1, 2005. The RFID tags on pallets and shipping containers help track thousands of shipments to America's warfighters. The amount of food, clothing, medical supplies, repair parts, and construction and equipment items for over 100,000 soldiers in Iraq and Afghanistan is tremendous.

Another way we are meeting changing demands is with Customer Relationship Management (CRM). Although CRM is not a new concept in the private sector, formalizing the CRM process is new within DOD. The DLA CRM program is the largest CRM effort in DOD and one of the largest in the Federal Government. At DLA, CRM is a customer-focused strategy comprised of people, processes, and tools for setting and meeting mutual expectations that optimize value for both the customer and DLA.

I encourage you to learn more about what DLA does, in addition to our support of the warfighter, by reading through this issue of *LogLines*. ♦

INITIATIVES

Supply Chain Management

NOT JUST A BUZZ

By Claudia "Scottie" Knott
Component Acquisition Executive

Editor's Note: Claudia "Scottie" Knott, is the Defense Logistics Agency component acquisition executive and deputy director of DLA's Logistics Operations Directorate.

The Defense Logistics Agency has been designated the Executive Agent for several critical supply chains within the Department of Defense.

Those chains include bulk petroleum, medical materiel and subsistence (food or food related supplies to include bottled water) used by all of the military services. The EA designation of DLA for clothing and textiles and construction materiel is in the staffing process and should be signed by the Deputy Secretary of Defense in the next several months.

With this designation, DOD recognizes the commercial business practice of establishing supply chain managers as the key element to effective delivery of products and services to its customers. In this case, these customers range across a broad spectrum of activity and

geography, from peace-time operations to warfare, in the continental United States and abroad.

DLA has designated specific field activities to execute their directed EA responsibilities: bulk petroleum by the Defense Energy Support Center; and medical, subsistence, clothing and textiles and construction by the Defense Supply Center Philadelphia, Pa. The commanders of these organizations, acting as supply chain managers, are responsible for identifying customer requirements and managing the industrial base to insure product availability. The DESC and DSCP commanders are also accountable for inventory management, storage, distribution, delivery and, ultimately, disposal of the items that fall under their responsibility.

Along with these tasks comes the responsibility for funding these activities. As with any effort this large, DLA must partner horizontally and vertically with both commercial and government organizations to fulfill its supply chain responsibilities. Supplier and customer collaboration are cornerstones to achieving high-performance results.

Like their industry counter-

parts, DLA supply chain managers have entered into strategic partnerships with service providers in the industrial base, transportation industry, U.S. Transportation Command and others in order to fulfill their EA duties. Additionally, partnerships with military customers are essential in determining the time-phased demand plans to meet operational requirements.

Aggressive planning with both customers and suppliers has allowed DLA to invest in inventories which have enabled logistics managers to support mission requirements throughout the world. These partnerships must be punctuated with service-level agreements specifically delineating performance objectives for each critical part of the supply chain. These objectives reflect routine operations as well as surge requirements for support of Operation Enduring Freedom in Afghanistan, and Operation Iraqi Freedom.

"DLA must continue to evolve as DOD's premier end-to-end supply chain integrator," DLA Director Vice Adm. Keith Lippert said. "We have become a national strategic asset providing 'factory to fox-hole' management of consum-



WORD IN DOD

able items, stock positioning and distribution services, reutilization and marketing services, and logistics information to a global deployed and deployable force.

"This environment dictates that we adopt a robust business strategy that will allow DLA to build and deliver integrated, tailored logistics solutions crossing the operational spectrum from peace to war," he said.

Adopting the commercial business model of supply chain management necessitated some transformation within the Agency to include reorganizing into customer and supplier teams, implementing a state-of-the-art enterprise resource plan, concentrating on enterprise process management and process improvements, and establishing supply chain metrics for internal performance and financial accountability. Because of the scope of the transformation, DLA also instituted a change management strategy led by advocates at all levels of management within the organization.

One of the key strategies that DLA has used in ensuring end-to-end support of its supply chains is the "rock drill." Rock drills are paper or tabletop exercises, conducted with all key supply chain stakeholders, which map out the entire process flow

from customer demand to fulfillment to disposal.

The drills identify overlaps and/or gaps in the process, allowing the supply chain manager to pinpoint deficiencies in systems, processes or policy. Gaps may include information gaps, as well as distribution and delivery gaps. Information flow is an essential element in managing supply chains effectively and is a critical enabler in managing an efficient supply chain with global reach.

At the conclusion of the exercise, gaps are identified and action plans for correction are created and monitored (including funding). Additionally, overlaps are minimized to only those necessary for planned redundancy. This technique is being applied to all of the EA supply chains for which DLA is responsible and will be the mechanism for identifying and communicating supply chain objectives to all stakeholders. It is also the mechanism to be used for identification of continuous improvement opportunities in the assured delivery of products.

"We identified and validated steps for action by the executive agent," said Air Force Lt. Col. Mike O'Connor, program manager for medical commodities. "We addressed several disciplines. In each case we have people

assigned to perform those duties, and they told us what an executive agent could do different and better in each situation."

The designation of USTRANSCOM as the Distribution Process Owner allows DLA and USTRANSCOM the opportunity to more effectively collaborate in their respective roles of supply chain manager and distribution service provider. Synchronizing the flow of required supplies from factory to foxhole is clearly the logistics imperative and these two organizations can ensure that objective is met for the supply chains where DLA has designated EA authority. This includes in-theater support, as well as peacetime in-country operations.

The designation of supply chain managers within DOD marks a milestone in the accomplishment of one of the department's objectives; for the business operations of defense to become more efficient and effective. The challenge is large, but placing accountability for performance of a supply chain squarely in the hands of a single organization is a management principle that has demonstrated results in the commercial world. There is no reason to believe it won't have the same high-payoff results in DOD. ♦

▼ The Hill AFB, Utah, maintenance crew poses with the first F-16 to be modified with Falcon STAR kits developed by Defense Supply Center Richmond. (Air Force photo)



Project Benefits

By Will Daniel
Defense Supply Center Richmond
Public Affairs Office

The Defense Supply Center Richmond, Va., Aviation Customer Operations Weapons System Support Branch is spearheading a billion-dollar, multi-year project that will extend the service life of the Air Force's F-16 Fighting Falcon.

Called the F-16 Structure Augmentation Roadmap, or


"Falcon STAR," the program is making use of parts kitting to strengthen the aircraft's structure.

A parts kit contains everything necessary to accomplish a maintenance task. Officials say kitting reduces maintenance turnaround time, ultimately increasing readiness. DSCR kits are tailored for customers and initiated through Defense Logistics Agency weapon systems support managers and DSCR customer teams. The kitting

section here develops support strategies and initiates kit contracts.

According to Pat Livingston, F-16 weapon system support manager here, without the modification the F-16 will not be able to attain its projected 8,000-hour service life under current operational usage. Falcon STAR will allow the aircraft to remain in service through 2025, she said.

"[The Air Force's] Aircraft Structural Integrity



Program continues to identify areas that will not meet the service life of 8,000 flight hours,” Livingston said. “The management philosophy intends to modify the aircraft structure before the onset of widespread fatigue damage and aircraft grounding.

“This is a ‘tip-to-tail’ modification — 13 structural modifications including replacing bulkheads and wing-attachment fittings,” she said.

Falcon STAR contains the structural parts necessary to address the areas identified by the Aircraft Structural Integrity Program, she said. It contains more than 79,000 parts under 428 National Stock Numbers, all

will run through 2014. “Starting in 2006, we’ll modify F-16s for European countries as well,” Graves said.

“That support package will be competed and we’ll have to earn the business.”

DSCR is working with prime contractor Lockheed-Martin Aerospace on configuration of the kits.

Lockheed-Martin configured the initial 13 kits, and DSCR configured 13 additional, or “Delta” kits. “We’ve been working configuration control issues,” Graves said.

Somewhere between 40 and 100 iterations of the kit are expected, Livingston said.

Configuration of the kits is constantly changing due

based on the most current configuration,” he said.

The variable configuration of the kits requires constant communication among DSCR, Red River and Hill AFB. “Air Force officials said they like the fact they can call Yuri [Stewart] and get things worked out,” said Sprouse. “He talks to the Air Force all the time.”

More than 2,000 aircraft will be modified between now and 2014, Livingston said. Participants in the program include the U.S. Air Force and air forces in Belgium, Denmark, The Netherlands, Norway, Portugal, Israel, Greece, Singapore, Thailand and Bahrain.

On average, it takes 175

F-16 Fighting Falcon

of which are managed by the Defense Logistics Agency.

Parts for the kit are purchased by DSCR and shipped to Defense Distribution Depot Red River, Texas, for assembly. The assembled kit is then shipped to Ogden Air Logistics Center, Hill Air Force Base, Utah, where the aircraft modifications are performed.

According to Dave Graves, chief of the Weapons System Support Branch, the modifications

to the different configurations of the aircraft, said Greg Sprouse, chief of the kitting section here. “So far it’s going well,” Sprouse said. “What we’re doing is challenging because of the different configurations. It is a variable kit — it changes all the time.”

Yuri Stewart is the project manager and inventory manager for Falcon STAR. He works with the depot employees at Hill AFB. “We’re validating configurations and shipping kits

days to modify an aircraft with the Falcon STAR kit. The first modification was completed 14 days ahead of schedule, said Arnie Leighton of the Aircraft Division at Ogden Air Logistics Center.

A new phase of the project will begin in 2006, said Stewart. The Lockheed-Martin “pilot” production kits and the DLA “Delta” kits will be combined into a single kit — a hybrid configuration. ♦

DLA Vendor Finds Affordable Solutions for RFID Requirement

By: Sherry Jenkins
NATIONALPRECISION BEARING GROUP
of Mechatronics Inc.

Editor's Note: Sherry Jenkins works in government sales at National Precision Bearing Group of Mechatronics Inc.

Many of you have been there at some point over the last year – you've come back from a conference with a new "initilism" imbedded in your mind: R-F-I-D. Once you decipher what that means, you repeat it two or three times ("Radio Frequency Identification") so you can remember this new "bit" of what you hope will be useless information.

Contrary to your hopes, RFID keeps coming back to haunt you like a monster lurking in the darkness. You know that eventually you will need to tackle the task of learning at least a little about this technology, the Department of Defense's mandate and how it will affect your business with the DOD. You've reviewed the brochures you picked up from the vendors and realized it

looks like I'm going to learn yet "another language." You might even have a sample RFID tag tucked away safely in your briefcase or desk drawer. You're not sure why, but think it's best that these little stickers are easily accessible in the event you need to whip it out as proof that these things really do exist.

Oh yes, the little white stickers with a copper wire, I mean "programmable antenna." All you know is that these little "stickers" are causing a lot of discussion and now your time will be absorbed learning everything you can because it will be you talking to your CEO and controllers about the implementation cost.

Ah yes, the cost. You call around, same jargon you heard at the conference: "You can hire us as a 'consultant' ma'am, and we will pay a visit to your facility, assess your needs (for a fee of about \$2,500) and sell you products based upon your needs." When asking about some of the basic "needs" that usually result from this type of consultation and evaluation I'm told "generally a printer, labels, software and, of course, hardware"

is the basic RFID setup. Average price of these systems?

Implementation can run \$30-80K for a small business (depending upon your needs, of course). I was floored. This was the answer from not just one RFID supplier, but three.

Now you're left to wonder "how in the heck can we afford to implement a \$30-80K system to support RFID tagging? We are a small business selling to the government. Profit margins are already slim. If we implement this system how are we going to recoup our costs and still stay competitive?"

You write your basic briefing to the CEO and they make a formal assignment to someone on your information technology staff to research. If they are good they will find that your company might already have some systems in place that will work with an RFID tag programming system that will meet the DOD mandate. Our IT person brought our internal cost down to about \$13K. With that figure our executives were happy and "ready to buy." Then with a stroke of luck, a phone line and ten numbers to connect us—we found an angel

within DOD.

After a few calls here and there I reached Jeanine Beisner at Defense Logistics Agency. She is the RFID point of contact for Defense Supply Center Columbus, Ohio, and is darned good at what she does. Jeannie listened to my concerns about cost and clarified something to me that none of the RFID "experts" did. She told me that I did not need a system comprised of hardware, software, etc., to comply with the DOD mandate. She went on to tell me that all I needed were preprogrammed tags and there are companies out there that provide this service at a reasonable price. Weeks of research and not one RFID company that we contacted regarding a solution for our RFID problem mentioned that this was an affordable option for our small business. I quickly went to work calling about a half dozen RFID suppliers when along came simply RFID.

Carl Brown at Simply RFID not only listened to my problem, but in less than 24 hours (with out charging a 'consulting' fee, I might add) offered an affordable solution to our company's problem in order for us to meet the DOD's mandate. His solution — One of three options...

- #1 Preprogrammed labels meeting the DOD criteria to satisfy the mandate.
- #2 A middle of the road solution, in the event we decided we wanted to print our labels.
- #3 A full blown RFID implementation option.

Carl recommended that we go with the first option, as it best suits our needs and made it affordable and simple to meet the mandate in a timely fashion.

The cost for a year's supply of tags was \$3,500. This works out to an extremely low implementation cost for our company, per shipment. Based on the quantity

ordered, the cost per tag runs between \$2.00 to \$4.00 each. We are so thrilled with the savings and service Simply RFID has provided to our company. Carl Brown has placed himself as a trustworthy provider to DOD's small businesses seeking a simple and affordable solution for their RFID problem.

No longer is the RFID monster lurking around the dark, unexplored corner. Although I still keep my little white sticker with copper wires easily accessible, the piles of RFID literature collected over the last year can now be used as fire starter. Thanks to Jeanine Beisner's wealth of information and Carl Brown's willingness to help us find an affordable solution, RFID implementation is no longer a problem for our small business and my efforts can be refocused on sales and productivity for our company. ♦

RFID Requirements and Benefits

The U.S. Department of Defense published its final policy guidelines for the use of Radio Frequency Identification tags for the shipment of products within its supply chain.

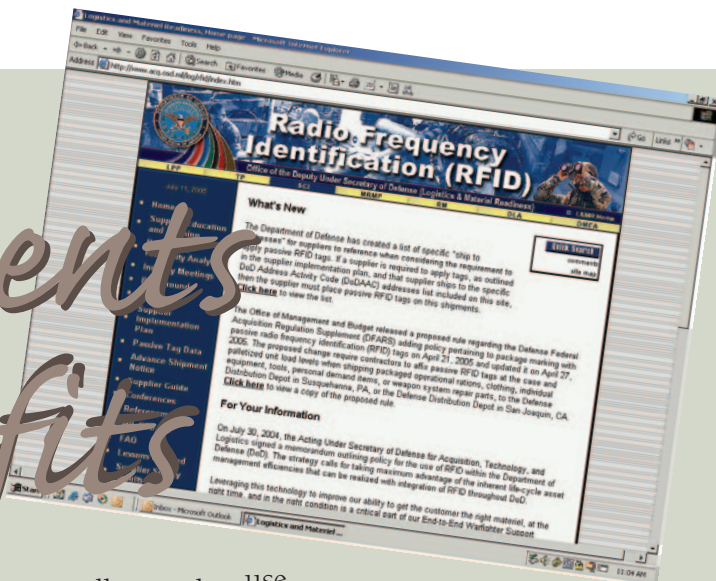
The RFID tags became mandatory in DOD contracts issued as of Oct. 1, 2004, for delivery of material on or after

Jan. 1, 2005.

The RFID tags on pallets and shipping containers help track thousands of shipments to America's warfighters. The amount of food, clothing, medical supplies, repair parts, and construction and equipment items for over 100,000 soldiers in Iraq is tremendous. Since the

use of the RFID system, bottlenecks for supplies moving into Iraq have been eliminated. ♦

▲ **For more information** on DOD RFID policy visit www.dodrfid.org



The Mule Train — **DDCT's Local Delivery Service**

By Danny Kolb
Defense Distribution Depot Corpus Christi

The Defense Distribution Depot Corpus Christi, Texas, has entered into a partnership with its largest customer, the Corpus Christi Army Depot, to exploit the unique advantage of being next door neighbors. The focus has been on the implementation of programs such as decanning major items prior to issue to CCAD, kitting services for maintenance programs and manning hardware rooms within the Army depot's facilities. All of these projects are designed to give CCAD support specifically tailored to the requirements of their efforts to streamline work processes and cut costs.

The most significant challenge the partnership has addressed is finding a better way to get repair parts and components to the worker on the maintenance lines at CCAD. The challenge was to deliver an already high and increasing volume of repair and components for hundreds of maintenance programs to shops spread throughout the depot's extensive facilities.

DDCT instituted a program to move required repair parts and components to the maintenance lines at CCAD on a "just-in-time" basis. This includes movement of these assets from DDCT, and from various CCAD shops. This is being accomplished by use of what has become known as

"Mule Trains"—a series of flatbed wagons pulled by a tractor and by electric scooters.

It is a multi-faceted program. The first part of the program is local delivery of assets directly from DDCT's receiving and storage areas to the CCAD shops. Each morning, required items are staged in the local delivery area and loaded on the wagons. Then the Mule Train leaves for CCAD. The second part of the program is internal movement of assets within CCAD. Twice each day, assets are picked up at CCAD and delivered to maintenance lines. In each case, additional deliveries are made on request.

Additionally, as required, DDCT provides movement of assets from one CCAD shop to another. Deliveries are made each day to an average of 85 shops.

"Getting the right item to the right shop at the right time is an awesome task. The success of this program reflects the dedication of employees from both organizations," said Army Lt. Col. Shelia J-McClaney, DDCT Commander. DDCT has benefited from this program by achieving a high level of customer satisfaction. CCAD has benefited from this program as it enables their employees to concentrate solely on their core mission of repairing helicopters. Most importantly, the increased productivity and reduced costs have greatly enhanced the support both organizations provide the warfighter. ❖

DSCC Signs Supplier with Pump

By Dan Bender
*Defense Supply Center Columbus
Public Affairs Office*

A new Strategic Supplier Alliance between Defense Supply Center Columbus, Ohio, and Warren Pumps, Inc., of Warren, Mass., will ensure the U.S. Navy of a steady supply of critically needed pumps for its ships.

The SSA with Warren Pumps is the newest in an effort by DSCC and the Defense Logistics Agency to lock in long-term contracts with manufacturers and suppliers who supply critically needed parts to the military. The seven-year contract has three one-year options.

"We are very pleased our long and very successful relationship with Warren Pumps is moving to this new level with the signing of this Strategic Supplier Alliance," said Maritime Supplier Operations deputy director Marine Corps Lt. Col. Donna Van Vlerah. "Because of Warren's interest, we were able to bring this agreement to fruition in about eight months instead of the normal 12- to 18-month period."

The SSA is worth \$6.2 million per year, according to Laurie Gambert, a DSCC contract specialist on the Maritime Supplier Operations Tailored Support Team. She was among the DSCC associates who traveled with DSCC commander Navy Rear Adm. Linda Bird, to attend the signing ceremony and tour the plant where the pumps are manufactured. Also touring the facility were

Strategic Alliance Supplier

DSCC Maritime Supplier Operations Tailored Support Team Supervisor Tom Bunnell, and, Maritime Tailored Support Unit Chief Ken Rumbaugh.

Gambert added that the value of the contract can grow if the company meets delivery performance standards spelled out in the agreement, which covers pricing, delivery and quantities.

The agreement is a "DLA corporate-type contract" that involves more than 2,700 National Stock Number items managed by DSCC and DLA's other supply centers in Richmond and Philadelphia, Gambert said.

The new contract superseded a previous contract that covered about 100 items, Gambert said.

"We approached Warren Pumps with the Strategic Supplier Alliance concept in November 2003 and they were receptive to it," she said. "It has been a very smooth process" to get details worked out and to sign the agreement, Gambert added.

DLA is using Strategic Supplier Alliances with manufacturers of sole-source and high demand items to help improve the way it does business with suppliers and customers. The goal in using SSAs is to ensure a steady on-time supply of needed parts for the military, improve pricing for suppliers and the military and cut administrative costs.

Warren Pumps has been a major supplier of pumps to the U.S. Navy since the early 1900s. The company's products can be found on nuclear submarines, aircraft carriers, cruisers, destroyers and amphibious assault ships of all sizes. ♦

DSCC Team Fights Nonconforming Parts, Material

By Debi Hybert
Defense Supply Center Columbus
Public Affairs Office

For investigating suspect contractor activity and returning more than \$189 million to the U.S. Treasury and more than \$27 million to the Department of Defense, the Defense Supply Center Columbus, Ohio, Counterfeit Material/Unauthorized Product Substitution team has won the 2004 Teamwork Award for Excellence in Investigations.

The President's Council on Integrity and Efficiency which is comprised of Presidential-appointed Inspector Generals presented the award to the DSCC team at a ceremony in the Andrew W. Mellon Auditorium in Washington, D.C.

The CM/UPS team, which is comprised of 16 associates from different disciplines and skills at DSCC and the Defense Criminal Investigative Service, investigates disclo-

sures of suspect contractor activity arising in the federal procurement process. During a 10-year period cited in the nomination, the team recommended the removal of hundreds of fraudulent contractors from government contracting and assisted the DCIS in obtaining over 100 criminal indictments and convictions.

The award ceremony is an annual event during which the Inspector General community recognizes the accomplishments of individuals and teams that have enhanced government efforts to detect and prevent fraud, waste and abuse in federal programs.

DSCC, a Defense Logistics Agency field activity, serves more than 24,000 military and civilian customers and 10,000 contractors as one of the largest suppliers of weapon systems parts in the world. The center's workforce of 2,400 purchases materiel, monitors inventory levels, maintains technical data, and assures quality conformance of spare parts. ♦

◀ **For more information** about the contract, contact Laurie Gambert at 614-692-7063, or DSN 850-7063.

For prices and other product information, contact the DSCC Customer Contact (Call) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.CallCenter@DLA.mil, or DSCC.ESOC@DLA.mil. Product information is also available online at WebCATS at www.dscr.dla.mil/procurement/CATS/crri.htm.

By Kathleen Hausknecht
Defense Reutilization and Marketing
Service

CRM – it's that three-letter acronym that keeps creeping into conversations. It's tossed about in the commercial sector as well as the government sector, but not always fully understood. The definitions don't seem to help much either, unless you have a background in it.

CRM or Customer Relationship Management is "the bundling of customer strategy and processes, supported by the relevant software, for the purpose of improving customer loyalty and, eventually, corporate profitability." Or at least that's what the textbook industry definition is.

Many people get tripped up or their eyes glaze over, after reading the first half of the sentence. A bundling of what? What's a bundling? What's relevant software?

A translation of the industry definition to a Defense Logistics Agency-related definition offers some help, but not enough. CRM is "a customer focused strategy comprised of people, processes, and tools for setting and meeting mutual expectations that optimize value for both the customer and DLA."

Perhaps CRM can be further explained by understanding how CRM has raised the bar for providing customer service and also looking at examples of CRM in private industry.

Traditionally, businesses have focused on short-term relationships and customer

CRM



acquisition. But with CRM, long-term relationships and customer retention are the focus. CRM is more about "after the sale is over," and not limited to "when the sale is completed." It is customer loy-

alty, not just the transaction, that is important.

Use of CRM is evident at Pizza Hut. Customers who call again to order a pizza are asked if they would like the same thing they ordered last time.



It's About Improving Readiness for the Warfighter

◀ A CRM booth at the DLIS Information Fair provides employees with a better understanding of the direction that DLA is headed in with serving its customers. (DLIS photo by Jace Armstrong)

Pizza Hut has made it easier for the customer by capturing information about him or her.

Amazon.com and UPS are known for their extraordinary capability to track an order. They can tell their customers the status of their order at any point en route to the customer. Grocery chain Safeway has used its knowledge about customer buying patterns. Products typically purchased at the same time are now grouped in the same area of the store.

As customers receive this kind of service in the commercial sector, they come to expect it in the government sector as well. DLA is not entirely new to the concept. Examples of its use include the creation of customer service representatives in 1964. These representatives provide a single face to the DLA customer. No matter

which field activity is responsible, the representative can handle any of the DLA-related questions.

At the virtual call center, providing 24-7 access, DLA customers can call one number and get answers regarding any of the DLA field activities. Customers no longer have to decide which activity (Defense Reutilization and Marketing Service, Defense Logistics Information Service, Defense Distribution Center, etc.) to call. Call agents decide where, if necessary, to route the call.

In 1995, DLA started bringing its services directly to the customer. With the formation of the Defense Contingency Support Teams, DLA began going onto the battlefield to serve the customer. Currently, DLA has a team on site in Camp Arifjan, Iraq,

responding to the warfighters' needs.

At DRMS, employee Don Helle recently visited the police department in his hometown, Henry, Ill. While there, he explained to their chief the benefits of the Law Enforcement Support Office. The end result was the police department was able to secure some much-needed equipment.

Although LESO is not a DRMS-managed program, providing information about it to the customer accomplished several things. It transformed customer needs into customer satisfaction, improved their readiness to do their job and made it easier for the customer to do business with DLA.

Information-enabled systems and technology are a vital part of the CRM approach. DLA is currently working on modernizing its technology so that it can have one system that is able to interface with its other computer systems like Magic and CW2.

So when CRM is defined as "a bundling of customer strategy and processes, supported by the relevant software," it refers to an integrated approach. It involves employees, information technology (such as call centers and data warehousing) and the creation of customer loyalty.

For the private sector, the end result of CRM is profitability. For DLA, the end result is improved readiness for the customer and the warfighter. And as Dean Newsome, CRM program manager for DLIS, says "if we lose sight of the warfighter we could lose it all." ❖

By Colleen Pintar
Defense Supply Center Columbus
BSM Change Management

Though Customer Relationship Management is not a new concept in the private sector, formalizing the CRM process is new within the Department of Defense. In fact, the Defense Logistics Agency CRM program is the largest CRM effort in DOD and one of the largest in the federal government. At DLA, CRM is a customer-focused strategy comprised of people, processes and tools for setting and meeting mutual expectations that optimize value for both the customer and DLA.

As Debbie Haven, chief of the Defense Supply Center Columbus, Ohio, Maritime Customer Operations Nuclear Reactor Program and Operating Forces Division said, "The CRM program goals are to enable DLA to be more agile, decrease costs and, overall, increase customer satisfaction."

The DLA CRM program will establish an enterprise-wide CRM capability. This strategy will contribute to making DLA the best value provider of logistics products and services, thus retaining and increasing its military and other authorized customers. Our intention is to provide the customer with a unique level of service based on their requirements and preferences. The general approach for the program is based on several months of work conducted by a team of DLA

CRM

personnel. The team identified the functional and operational requirements to best help DLA understand and interact with customers.

There is a difference between customer service and CRM. CRM is more comprehensive and collaborative. The concept of customer service is primarily targeted at being highly effective in one specific and immediate situation. For example, the customer places an order and the customer's experience with placing and receiving the order determines the value of the customer service response. CRM manages the customer relationship for the entire duration of the customer's interaction with DLA, with the overall goal being to improve the level of service.

Moreover, CRM attempts to anticipate the customer's future needs, rather than simply filling current requests. Through CRM, we achieve better customer service because of the tighter integration of all parts of the customer's experience. CRM is about aligning the entire organization to be customer focused. From a DSCC Maritime per-

spective, Haven said, "We understand what our Maritime Customer expects from DLA and our team has been using that customer intelligence to craft our CRM future."

As separate efforts, CRM and Supplier Relationship Management naturally complement Business Systems Modernization. All three efforts are essential to the Agency's comprehensive transformation effort. We cannot successfully modernize tools and processes contained in BSM without the customer (addressed by CRM) and supplier connection (provided by SRM). They complete the supply chain from end to end. SRM provides the supplier face necessary to support the customer with accurate and timely requirement information. For CRM, these efforts integrate the processes, tools and organizations to provide customer-focused responsiveness for the entire supply chain. Together, CRM, SRM and BSM establish the customer-focused approach that is necessary to complete the whole logistics equation.

The primary customer-facing organizational element in BSM Release 1 was

an Integrated Customer Team. The ICT faced specific customer sites or activities for a given class of supply (for example Class IX and DOD Activity Address Codes assigned to an ICT) and focused on the needs of those customers. ICT was comprised of employees assigned specific DODAACs performing the jobs and functions inherent in BSM.

In 2003, a decision was made that "CRM cells" would be the next iteration of the basic DLA customer-facing element. These CRM cells will ultimately be comprised of all the DLA resources needed to focus on a specific customer or set of customers for the full spectrum of their DLA logistics needs. These resources will include not only the supply chains and functions inherent in BSM, but also personnel from other DLA activities such as the Defense Energy Support Center, Defense Reutilization and Marketing Service, and the Defense Logistics Information Service.

CRM cells will be virtual teams. This means that team membership is not limited to geographic location or contained at one site; rather CRM cells will have a variable composition based on customer needs and including BSM-aligned personnel necessary to provide transactional and planning capabilities. The cells both support necessary BSM organizational, workflow and process requirements and amplify DLA's larger CRM approach and strategy.

CRM cell stand-up began in January and initially included those personnel involved in BSM concept demo ICTs. Full stand-up will take place when BSM reaches Full Operational Capability, scheduled to be delivered with Release 2.2 in January 2006.

"This is absolutely the most exciting time to be a part of DLA because the CRM changes that are coming will enable DLA employees to honor our logistics support commitment to citizens wearing the uniform of our great nation," Haven said. ♦

Is More Than Customer Service

LATEST RFID TAG SHARPENS ASSET VISIBILITY PROTOTYPE “PHONES HOME” FROM ANY LOCATION IN THE WORLD

By Jessica Walter
Defense Distribution Center
Command Affairs

The next model in a long line of in-transit visibility enhancement technology, the “3G” radio frequency identification prototype tag, was placed on four outbound pallets at Defense Distribution Depot Susquehanna, Pa., in January.

“The prototype tags function just as the current RFID tags but with one added benefit – it phones home from any position around the world,” said Mark Lieberman, Defense Distribution Center supply management specialist.

Using the Iridium network of global satellites, the prototype is a combination unit that includes a traditional RFID tag along with global positioning system and satellite capabilities, giving defense transportation personnel access to the tag’s location – exact to within feet.



▲ Kevin Donati of Savi Technologies, Inc. and Rick Anderson of NAL Research Corporation attach the 3G prototype RFID tag to a pallet of vehicle parts kits being shipped to Kandahar, Afghanistan, from Defense Distribution Depot Susquehanna, Pa.

As materiel release orders flowed in to DDSP, DOD’s largest warehouse and the eastern strategic distribution platform for military supplies, a group of self-proclaimed

“wire heads” from various federal agencies and private technology companies worked alongside DDSP information technology personnel to write shipment data onto the 3G

prototype tags.

"With the 410 tag that we currently use, we know when it passes through a portal [or interrogator], and when it passes through another portal, but we need visibility of where that shipment is in the meantime and the 3G will give us that ability," Lieberman continued.

As DLA's lead center for distribution, DDC is committed to minimizing customers' uncertainty in the supply chain and ensuring that warfighters receive the materiel they need, when they need it and with complete order status information from the time of order fulfillment until delivery.

"This new technology will further enhance our in-transit visibility capabilities on a global scale," said logistics management specialist Jeff Fee of the Logistics Transformation Agency. The 3G RFID tag will have the capability to pin-point the exact location of supplies at any given time anywhere in the world.

The infrastructure of RF readers and interrogators that read a tag when it passes by do not exist in many of the places that military supplies are currently being shipped – in countries like Iraq, Afghanistan, Pakistan, and Africa. The 3G prototype can be programmed to communicate via satellite with the worldwide RF/in-transit visibility servers that send the data to several sources including the Global Transportation Network providing its identification number (used to access information about the shipment), the date and time, as well as current position to within 3.5 feet even when it travels beyond the existing RF infrastructure.

This ability to operate in technologically austere environments will not only help with current military missions, but will also aid in expediting deployment in the future to any location in the world

regardless of the presence of RF infrastructure or even electricity.

The prototype tags, along with the traditional 410 tags, were attached to four pallets at DDSP. "We've put two tags on each pallet, the 3G prototype and the 410, to validate that the prototype is being read. If we get six hits off of the current tag and only five off the prototype, then we know improvements are necessary," said Lieberman.

The prototype RFID tag was developed by a collaboration of three private industry companies. Working for the government's Logistics Transformation Agency, Ocean Systems Engineering Corporation was the lead contractor responsible for the tag's design and development. They worked with NAL Research Corporation to integrate the components of the device and with SAVI Technologies, Inc. for hardware and engineering support.

After the 3G tags arrived at their final destinations in Afghanistan, Kuwait, Iraq, Bosnia and Kosovo, Army field service engineers collected the tags and compared the data to that collected from the 410 to see if all the information was successfully transmitted and received.

Those four prototype tags will then be sent to DDC's other strategic distribution platform, Defense Distribution Depot San Joaquin, Calif., (DDJC), where the test will be performed again on shipments heading to the other side of the globe – Asia and the Pacific.

Full deployment of the 3G tag is not expected for several years. "We're still in the early stages of testing this prototype and we consider this the proof of concept phase," said DLA supply systems analyst Gene Bransfield. "This technology may be particularly useful in tracking sensitive or critical

shipments."

Once the 3G tags are fully implemented, they will allow transportation personnel to monitor shipments as they move through the supply chain to ensure that they are transported in a timely manner and along the correct route, an ability necessary for the new era of sense-and-respond logistics.

Sense-and-respond logistics is a concept that relies on sensors, communication networks, and the effective transfer of information and feedback to decide when supplies will be delivered, in what manner, and from where.

"This prototype RFID tag is another step toward sense-and-respond logistics," said LTA's Fee. "It gives the warfighter, our customer, the ability to see their equipment so they can sense what is coming and when, in order to respond accordingly."

Today, customers can access the RF/in-transit visibility or Global Transportation Network servers by computer to track their shipments throughout the supply pipeline. They will also have the capability to access the 3G tags by e-mail to modify reporting characteristics including reporting frequency.

Another feature being considered for the 3G is to add temperature and humidity sensors. When the tag encounters conditions that are too hot, too cold, too wet or too dry for the contents of the shipment, the unit will automatically activate itself and send a communication to the server notifying defense transportation personnel of the unfavorable conditions.

"We see this tag as an excellent resource for supporting today's lean, agile military by providing information that will further enhance asset visibility throughout the entire distribution process," said Lieberman. ♦

DOING BUSINESS WITH DLA

DEFENSE LOGISTICS AGENCY
presents

Business Alliance Awards



▲ DLA Director Vice Admiral Keith W. Lippert (left) joins recipients at the Business Alliance Awards presentation. (Photo by Thomas Wilkins)

By Jim Katzaman
DLA Public Affairs

The Defense Logistics Agency honored 18 industry partners, customers and individuals Jan. 24 with its Business Alliance Awards in Springfield, Va.

The awards recognize those who have demonstrated outstanding efforts to partner with DLA and improve the Agency's mission -- providing supplies and services to America's warfighters. DLA Director Navy Vice Admiral Keith W. Lippert presented the annual awards.

The Agency's primary role is to provide supplies and services to America's military services worldwide and includes managing more than 4 million consumable items, including rations, medical supplies and equipment, clothing and textiles, and repair parts for land, sea and air weapons systems and platforms.

DLA managed \$28 billion in sales to its customers last year, Lippert said, "and DLA does not manufacture supplies." For that, he said, the Agency depends upon its alliances of suppliers and vendors.

For instance, he said, "We provided \$51 million in support for tsunami relief. We didn't do that alone but through our suppliers. We're only successful when our suppliers deliver items when our nation needs them. We'll be asked to do even more to support our warfighters, and we can only do so with successful business alliances."

Industry representatives and DLA customers were recognized in seven categories:

Vendor Excellence:

Awarded to individual large, small, small disadvantaged and-or women-

owned small businesses that have demonstrated overall excellence in superior product quality, on-time delivery, superior customer service, reliability, dependability, consistency and accuracy.

-- Octagon Process Inc., N.J. (Small Business)

-- Government Liquidation, Ariz. (Large Business)

-- Toolex Inc., Texas (Small Disadvantaged Business)

-- Otis Products Inc., N.Y. (Women-Owned Small Business)

Innovative Business Performer of the Year:

Awarded to large, small and-or women-owned small businesses that have undertaken risks associated with innovative business practices (shared production, electronic commerce, prime vendor, quick response, etc.) and that meet the Vendor Excellence Award criteria.

-- Night Vision Equipment Company Inc., Pa. (Small Business)

-- Oshkosh Truck Corporation, Wis. (Large Business)

-- Falcon Aerospace Inc., Fla. (Small Disadvantaged Business)

-- Veteran Employment Enterprise, Pa. (Women-Owned Small Business)

New Contractor of the Year: Awarded to a large or small business that contracted for the first time with DLA within the period of consideration, and that

meets the Vendor Excellence Award criteria.

-- Public Warehousing Company KSC, Safat, Kuwait (Foreign Concern)

Outstanding Readiness Support:

Awarded to large, small, small disadvantaged and-or women-owned small businesses that have provided extraordinary customer support, service or product directly to a crisis situation, in addition to the Vendor Excellence Award criteria.

-- Richard Manufacturing Co., Utah (Small Business)

-- Owens & Minor Inc., Va. (Large Business)

-- Aurora Cord & Cable Co., Ill. (Small Disadvantaged Business)

-- Surplus Electrical Innovations Inc., Va. (Women-Owned Small Business)

Outstanding Javits-Wagner-O'Day Program Vendor:

Awarded to non-profit agencies (National Industries for the Blind, employing the blind; or NISH, employing persons with severe disabilities) that exemplify Vendor Excellence Award criteria.

-- Eastern Carolina Vocational Center Inc., N.C. (NISH)

-- Lions Industries for the Blind Inc., N.C. (NIB)

Customer of the Year: Awarded to the Department of Defense customer organization that exemplifies the highest degree of professionalism; meets or exceeds

criteria in one or more other categories and clearly stands above the rest in its commitment to DLA.

-- (DOD Customer)
Anniston Army Depot, Ala.

Customer of the Year: Awarded to the non-Department of Defense customer organization that exemplifies the highest degree of professionalism; meets or exceeds criteria in one or more other categories and clearly stands above the rest in its commitment to DLA.

-- (Non-DOD Customer)
National Aeronautics and Space Administration, Kennedy Space Center, Fla.

Commander's Choice Award: Awarded to the non-DLA individual whose dedication and commitment to the DLA mission affects the quality of life for U.S. men and women in uniform.

-- Air Force Col. Mitch Slate, Logistics Readiness Division chief, Directorate of Logistics and Communications, Air Force Space Command Headquarters, Peterson Air Force Base, Colo.

DLA provides supply support, and technical and logistics services to the military services and to several civilian agencies.

Headquartered at Fort Belvoir, the Agency is the one source for nearly every consumable item, whether for combat readiness, emergency preparedness or day-to-day operations. ♦

DOING BUSINESS WITH DLA

New Hub & Spoke Distribution Model Ensures Lean, Agile Supply Network

By Jessica Walter
Defense Distribution Center
Command Affairs

Under the Defense Logistics Agency Business System Modernization program, outdated legacy systems are being replaced by modern software that gives the Agency the agility necessary to optimally support the modern U.S. military deployed all around the world.

BSM uses commercial off-the-shelf software including SAP, an enterprise resource planning system which supports the core processes of order fulfillment, technical quality, finance, and procurement; and Manugistics software that provides demand and supply planning capability.

Along with the new features of this modern software come new capabilities to better serve the warfighter. Hub and Spoke is a new distribution strategy recently adopted by the Defense Distribution Center, New Cumberland, Pa., that supports this ability.

The Hub and Spoke model, implemented in August 2004 after two years of development, is sustained by software but maintained by human intervention, and seeks to place supplies in locations

optimal for quick distribution.

"The software studies the demand patterns of customers and projects their future needs so that we can place the stock at the distribution center best suited to provide distribution support to the customer," explained DDC Stock Positioning Specialist Keith Stahl.

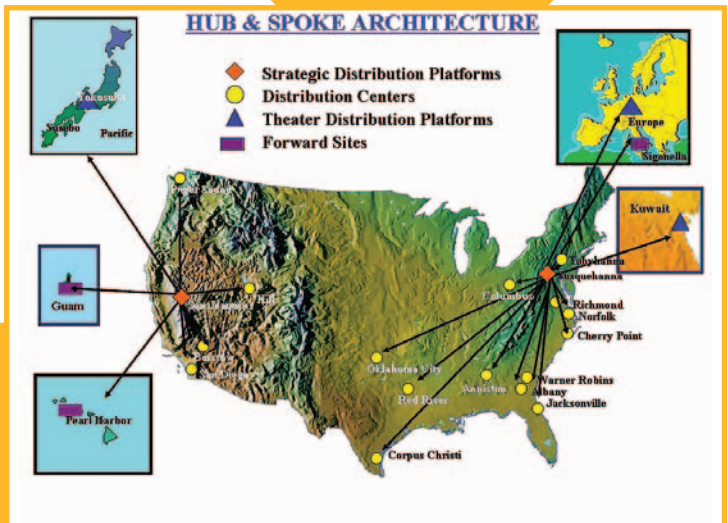
"Hub and Spoke is a tool that helps us ensure the proper movement and delivery of supplies like repair parts, food, clothing, construction equipment and medical supplies in an optimal manner with very limited movement and customer wait time," said Tony DeVito, Chief of DDC's Business Planning Division.

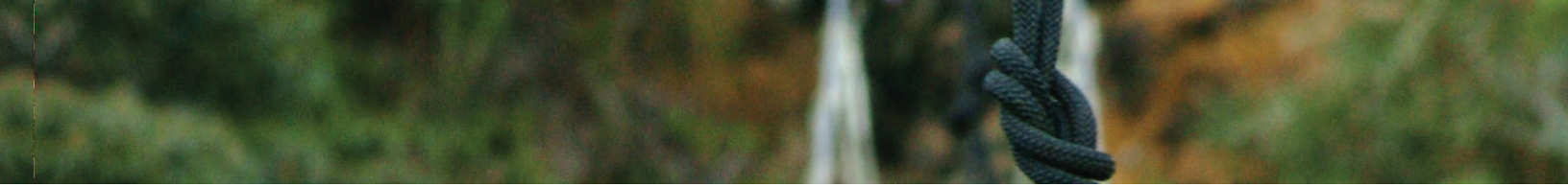
With such a robust distribution network of 26 distribution centers stocking nearly 4 million items, this new resource management tool is a welcome aid to DDC stock positioning personnel like Stahl.

"Hub and Spoke allows us to maintain a leaner supply chain. Previously, we stocked items based on reoccurring

demand. This new system, however, gives us triggers to make changes to our databases to support Hub and Spoke by telling us the amount of stock we should keep in any one location based on demand patterns," Stahl said.

The databases that Stahl and other DDC personnel maintain contain the information on which the system makes predictions on future demand and recommendations on the placement of stock. The databases track data such as customer demand for each item, preferred distribution method and on-hand balances of stock at each distribution center. Based on this information, the software supporting Hub and Spoke can also provide recommendations for stock redistribution in order to





▲ DDC Stock Positioning Specialist Keith Stahl provides an update on the effectiveness of the Hub and Spoke distribution strategy at a recent BSM stand down.

maintain the integrity of the supply network.

"We want to make sure that a particular item is on the shelf at a nearby distribution center when our customer needs it, and that we don't have an overstock of that item. This system allows us to have just enough on hand and just in time," Stahl said.

The "just in time" feature of the software aids supply planners and purchasing personnel at DLA's Inventory Control Points in procuring items by notifying them when stock is low and replacements need to be purchased so they arrive "just in time" for the next projected demand.

"This puts us another step closer to a most efficient distribu-

tion network," said DeVito.

The DDC distribution network as illustrated by the Hub and Spoke distribution strategy has two main hubs: Defense Distribution Depot Susquehanna, Pa., and Defense Distribution Depot San Joaquin, Calif. These two distribution centers act as strategic distribution platforms and re-supply the other 24 distribution centers in the global network as necessary.

Hub and Spoke currently manages about 200,000 items. Beginning in January 2005, between 78,000 and 331,000 items are scheduled to be added monthly through September 2006 until all DLA managed and depot stocked items, a total of 1.75 million items, are controlled

under the Hub and Spoke distribution method.

The total number of items that will be managed under the Hub and Spoke strategy account for about half of the items in DDC's inventory. The remaining items are owned and managed by the military services.

As the distribution process continues to evolve, Stahl expects Hub and Spoke to be the distribution strategy of choice. "This is where the action is. Hub and Spoke is capable of adapting to new methods, rules, theories and philosophies to make it work in a more efficient and effective manner."

"Strategic stock positioning methods like Hub and Spoke will be around well into the future, always providing new and better ways to improve the distribution network," he added. ♦

DOING BUSINESS WITH DLA

DSCC Cultivates Women Owned Small Business Program

By Dan Bell
Defense Supply Center Columbus
Public Affairs Office

Small businesses play a crucial role in supporting the warfighter while strengthening the overall U.S. industrial base. An outreach program at Defense Supply Center Columbus, Ohio, is assisting small businesses by increasing the number of contracts to women owned small businesses.

During fiscal 2004, DSCC had a statutory goal of awarding 5 percent of its contracts to women owned small businesses. When the fiscal year ended, DSCC awarded 10.1 percent of its contracts to these businesses which adds up to more than \$7 million.

According to the Director of the DSCC Small Business Office Eleanor Holland, DSCC provides several opportunities to assist small businesses in doing business with the government.

"Each month, DSCC provides free sessions we call 'Training, Knowledge and Opportunities Seminars' for small business women and men," said Holland. During the two-day seminars, attendees receive training from subject matter experts and computer training with hands-on lab time. This information educates them about federal government procurement and specifically

about doing business with DSCC.

The DSCC assistance to women who own small businesses is paying off. During the period of Oct. 1, 2003 to Sep. 30, 2004, women owned small business contracts increased 180 percent. Holland said one factor in increasing the contracts is DSCC's Internet Bid Board System.

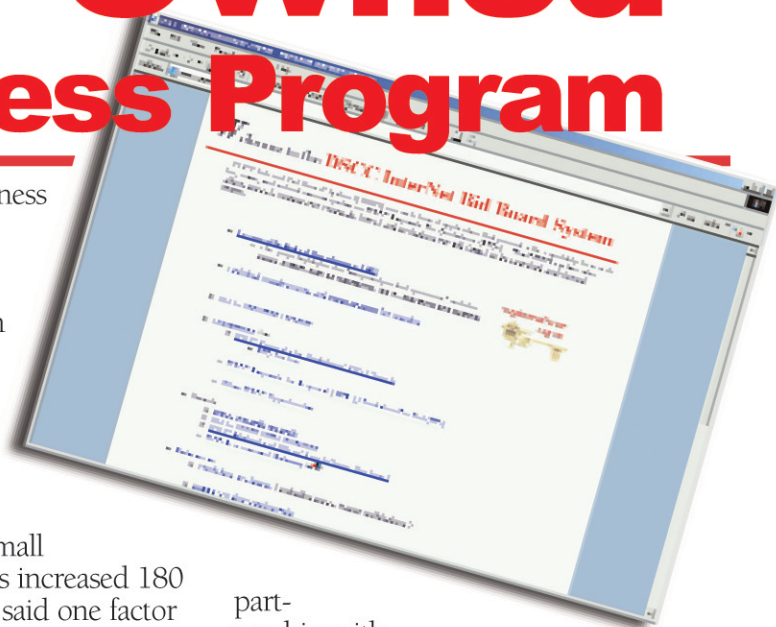
"New customers continually tell me that the DSCC Web site is the best in DOD," said Holland. The customers praise the ease of use and detailed search criteria on the DSCC Internet Bid Board at <http://dibbs.dsc.dla.mil>.

"The source of information available on the Internet to women who own small businesses is beneficial to the business and to the government," said Holland who was a contracting officer during her service with the government. "When I was a buyer, there were times when I had limited competition when trying to fill an order. With the DSCC on-line opportunities there is more robust competition which is better for the buyer, and can result in more savings for the government."

The DSCC Small Business Office promotes a small business

partnership with the Defense Logistics Agency by using Procurement Technical Assistance Centers throughout the United States. "PTACs are designed to assist businesses in obtaining and performing on government contracts," said Holland. "They are our voices in all regions of the country in teaching small businesses about DLA and DSCC opportunities."

Holland and members of her office travel regularly to conduct training sessions set up by various PTACs, participate in procurement fairs, and attend government and industry trade shows. With a proactive outreach program, the DSCC Small Business Office will continue to increase the accessibility of DOD procurement opportunities for women owned small businesses while supporting the warfighter and strengthening the U.S. industrial base. ♦





DAPS

CELEBRATES 55 YEARS OF SERVICE

By Keith Beebe
*Document Automation & Production Service
Public Affairs Officer*

The Document Automation & Production Service celebrated 55 years of service to the Department of Defense in November 2004. Louis Johnson, then Secretary of Defense, signed the charter establishing the beginning of the present day DAPS as the Defense Printing Service – Washington. The charter was effective Nov. 1, 1949, the same year the Department of Defense was established, resulting from a modification of the National Security Act of 1947.

DPS-Washington was formed via the consolidation of the Army Adjutant General Reproduction Plant, the Navy Central Processing Plant and the Air Force Headquarters Plant. It was chartered to provide common printing services at the seat of government for the departments and agencies of the new DOD. While the DOD Administrative Management Council directed its policy, the Secretary of the Navy managed and controlled DPS-Washington.

It was to be managed quite differently. As the DOD's first

Industrially Funded Activity, DPS-Washington was run like a business and charged for the services and products it produced.

The success of this new industrial funding brought the transition of the Navy's Publication Division, formerly funded with appropriated dollars, to the Navy Printing Service in September 1951. Eight years later, the DOD would give industrial funding another flagship, the Navy Publication and Printing Service.

In April 1992, Defense Management Resource Decision 998 directed the consolidation of all DOD printing and duplicating operations, with the Navy serving as the designated single manager. In addition to its 150 Navy plants, NPPS assumed control of approximately 200 Army, Air Force, Marine and Defense Logistics Agency facilities.

The DOD commercial printing procurement program was also given to NPPS to manage. This action and demands from the Army and Air Force called for another name for the multiservice activity. In 1994 and still under the Navy, the organization was once again called the Defense Printing Service.



▲ Steve Sherman, the DAPS Director, opens the 55th Anniversary celebration held at DAPS Headquarters in Mechanicsburg, Pa.

The continued Navy affiliation finally prompted the Secretary of Defense to redirect DPS' management to DLA as of Oct. 1, 1996. In anticipation, the DPS Headquarters contingent moved to DLA's Headquarters at Fort Belvoir, Va., that summer. At the same time, another name change was induced to more accurately reflect the organization's role in transitioning the DOD to digital-based document management. The first use of the acronym DAPS signified the organization was then to be known as the Defense Automated Printing Service.

DAPS weathered a Commercial Activities (A-76) study and a DOD Management Initiative Decision in the early years of the new millennium and remains a government organization within DLA.

DAPS is now known as the Document Automation & Production Service. This name reflects that the organization is much more than just printing. DAPS has evolved to become DOD's document solutions provider. ♦

DOING BUSINESS WITH DLA

SPECIAL PURPOSE TEAM FORGES

New Link In Supply

By Robert Finney
Defense Supply Center Columbus
Land Directorate of Supplier Operations

Teamwork saved the day when the manufacturer of an item used on more than 50 weapons systems fell seriously behind in production.

Defense Supply Center Columbus, Ohio, associates had a serious problem with the pamphlet bag assembly. This water-proof nylon bag holds all-important technical manuals in a place where operators can quickly find them in order to keep expensive and complicated weapon systems ready. Its absence on some equipment is reason

enough for the equipment to be dead-lined. It safeguards technical manuals on M-60 series tanks, personnel carriers, several trucks and cargo haulers, the palletized loading system as well as on some missile systems and even mortars.

When delinquent contracts and sporadic deliveries pushed backorders for the bags toward 10,000, members of the DSCC Land Directorate of Supplier Operations seized the opportunity to forge new links in the supply chain.

An ad hoc team consisting of the item manager, contracting officer and source development specialist analyzed all facets of the problem and combined their talents to reduce procurement time by several months. In the process, they created a model supplier relationship.

Item manager Bob Finney identified the severity of the problem to Sharon Corum, his team's contracting officer. Because of the urgent and compelling nature of the situation, they turned to Laverne Johnson, who, as source development specialist, has extensive knowledge of manufacturing sources. When Johnson suggested two companies, the team jumped into action to determine which firm would be the better player on the resolution team.

Both companies are small businesses, one with the Small Business Administration designation of a small disadvantaged business (8a) and the other company with a HUBZone business (located in an economically blighted area) designation. Both sources had the capacity to perform the sewing work, but neither possessed the metal working capability to make the complete assembly. Specially made hooks sewn into the back of the bag have to be heat-treated and given a chemical agent-resistant coating. The team also determined that sewing expertise and fabric handling were essential.

The problem became more complicated when one of the sources failed the solicitation process because it couldn't find a reliable supplier for the hooks.

Johnson identified Central Ohio Metal Stamping in Columbus, Ohio, another small business operation, as a metal working resource that could make the hooks, once it got the dies.

The two companies joined forces at the DSCC Supplier Conference. Finney was at the conference representing the old Land-based Weapons System Group when Johnson introduced him to Bob Hoffman, owner of Hoffman Fabricating, a HUBZone company, as it turned out, capable of sewing the needed bags. The next day, Johnson introduced Hoffman to John Davidson, owner of the metal stamping company. By stepping in as liaison, Johnson established a hook supplier and maintained forward motion on a solution to the prob-



▲ Pictured in front of a metal press at Central Ohio Metal Stamping are (from left) DSCC associates Patrick Titer, Bob Finney, Sharon Corum, Laverne Johnson and company owner John Davidson. The local company helped manufacture a pamphlet bag assembly, a water-proof nylon bag used to hold technical manuals.

Chain

lem.

Armed with new and reliable information about costs, Corum negotiated a fair and reasonable price for the item.

To understand the scope of the metal hook process, Johnson joined the DSCC personnel in a visit to the stamping company, where they learned that three processes and three dies must be used to produce the hook. After stamping and forming, the hooks would go to Dayton, Ohio, for heat-treating.

The team had established the first link in the supply chain. Then it projected the transit time to deliver the hooks from Columbus, to Wichita, Kan. Warfighters can't afford to wait, so the team encouraged air shipment of the hooks to accelerate the production schedule.

Teamwork between the item manager, buyer, source development specialist and the two suppliers paid off in the case of this needed item. DSCC team members maintained daily contact with each other and frequent contact with both Hoffman and Davidson. Intensive effort meant that the highest priority backorders would be cleared and contracts were in place to clear all backorders and assure a full pipeline of pamphlet bags in a few weeks.

The problem was solved because each team member had a strong interest in quick resolution. The item manager had a highly visible and growing backorder problem that was rapidly becoming the highest priority backorder at DSCC. The buyer was providing relief to a clogged supply system, and the source development specialist knew of available manufacturing capacity. By working together, they forged new links in the supply chain. ♦

DLA NEEDS YOUR ACCURATE AND TIMELY RECEIPTS

DLA's Business Systems Modernization (BSM) program, which began implementation with Concept Demo in July 2002, continues to make progress towards full deployment. A major functional release in August 2004 added, or enhanced, approximately 37 functionality areas across the Agency's business processes. Additional functional improvements were deployed in December, and January marked the first of many conversions to move all of DLA's managed items into BSM. To ensure continued program success, we are asking for your assistance in goods receipt and acceptance processing.

Receipt and acceptance processing is critical to closing the logistics supply chain loop and providing BSM the best data to improve supply support. Recent financial and accountability requirements have also increased the need for accurate and timely acknowledgement of items received at the line item level of detail. Good receipts provide several benefits for both DLA and its customers:

- Lower customer prices based on lower DLA process-

ing costs

- More accurate and timely customer billing and vendor payments

- Improved financial close-out for our customers based on more accurate and timely billing by DLA

- Accurate measurement of customer wait time to improve customer support

- Compliance with Federal Financial Management Improvement Act and Chief Financial Officers Act.

Help us provide the support you require! We are seeking customer help to provide accurate and timely receipts. Customers should:

- Verify and inspect orders at the time of arrival at your site

- Ensure receipt and acceptance reflect the actual items and quantities received

- Send DLA the electronic receipt and acceptance transactions as soon as possible after receiving goods (If you cannot provide an electronic receipt/acceptance, please fax/mail hard copy receipt documentation to your DLA financial customer liaison.)

- Advise DLA of any problems in producing receipts

- Suggest ways to improve the process. ♦

▲ **For additional information** regarding receipts, customers should contact their respective National Account Manager (NAM) or call 1-877-DLA-CALL. For more information about DLA's BSM program, log on to www.dla.mil/j-4/cric.

SERVICES

DLIS IMPROVES

International Logistics Tool

By Ann Sajtar and
Steven Arnett
Defense Logistics Information Service

The Defense Logistics Information Service in Battle Creek, Mich., has issued a long anticipated "improved multilingual logistics tool" on compact disc and on the Web.

The NATO Codification System, based on the Federal Catalog System, includes standard dictionaries for naming, classification, and description of materiel with data exchanged between nations in a predominantly "coded" format. "Decoding" occurs at the receiving nation using national translation tables. Thus the NCS becomes a "common language" for logistics within NATO and the many other nations using this system. English and French have long served as NATO's two official languages, but DLIS technicians have worked with the national cataloging centers of 11 other nations to publish the NCS classification and naming standards in 12 languages.

The NATO Multilingual Supply Classification Handbook and the NATO Multilingual Item Name Directory are published on CD-ROM by DLIS as the "Multilingual Allied Codification Publication 2 and 3 (ACodP-2/3)." The disc offers information in Bulgarian, Czech, Dutch, English, French, German, Hungarian, Italian, Polish, Slovakian, Slovenian and Spanish. Users can select the language in which they want to view the data and navigate easily between languages.

Recent software enhancements (using eXtrect software) will allow the display of virtually any characters. Using this software, Korean data will be included on the disc for the first time beginning with the April 2005 edition. Plans are underway to incorporate many

other languages into this product in the future. The information on the compact disc will also be made available on a newly established NATO sponsored Web site: www.acodp2-3.com.

The product is available to military, government and private industry customers around the world and is published semi-annually during April and October. This data can be a useful tool for naming and classifying supply items in accordance with the NCS. The multilingual disc can be ordered through a military publications account, a Foreign Military Sales case or by direct purchase from DLIS.

As part of the Defense Logistics Agency, DLIS employees create, obtain, manage and integrate data from several sources. They share this data through products and services that support logistics operations throughout the Defense Department, other federal agencies and elements of the private sector. Their expertise in cataloging and information management makes DLIS personnel important contributors to electronic commerce between the U.S. government and its many suppliers. ♦

▲ **For additional information** about the compact disc, visit www.dla.mil/dlis then access Products, then select "CD-ROM/DVD" from the list on the left side of the page, and then select the link for "Multilingual AcodP-2/3 CD-ROM" from the selection in the main area of the page. Interested parties may also call (877) 352-2255 or 269-961-7766.

DSCC Associates Learn Army Way of Tracking Parts, Equipment

By Tony D'Elia
Defense Supply Center Columbus
Public Affairs Office

Support and partnership with the U.S. Army was greatly enhanced recently when some 20 Land Customer Operations and Land Supplier Operations associates at Defense Supply Center Columbus, Ohio, trained to use one of the Army's principal logistics systems.

DSCC land item managers, equipment specialists, weapon systems support managers and other logisticians learned how to navigate the Army's Integrated Logistics Analysis Program. More commonly known by its acronym ILAP, it is the Army's standard management tool used by logisticians, financial managers and readiness planners, to collect, integrate and display logistics, maintenance and financial data.

Access to ILAP allows DSCC logisticians to look into the Army and see what equipment is used, even what condition it's in, and fleet downtime trends. It can even look down to individual units.

"When they see what ILAP offers they're blown away," said instructor Karlo

Aguilar, who traveled from Fort Lee, Va., to teach the course. "A PFC. (private first class) in the motor pool can use the system to locate Bradley (Fighting Vehicle) parts or view Stryker maintenance status until the vehicle is back and running."

Aguilar, employed by the software program's developer, Calibre Systems, Inc., to teach the distribution management course at the Army Quartermaster Center, says that ILAP helps DSCC become more effective and efficient since they can track and forecast use of DLA-managed items at all echelons of the Army.

"ILAP can tell us what stock is on hand, what they

(the Army) require, and it can track readiness drivers," said Shaun McKinney, chief of the Army Operations Support Team. It can be used by demand planners to see requirements and support issues to determine future requirements, support problems and maintenance issues.

Said Aguilar, "At places like Columbus and Rock Island, they have no way of knowing what the Army is actually doing. It (ILAP) tells the guys at Columbus or Rock Island how many tanks or Bradleys are down."

"It's a great logistical course, and the system is an extremely important one," said DSCC Item Management



▲ Karlo Aguilar traveled from Fort Lee, Va., to teach the ILAP course to DSCC associates. ILAP is the Army's principal logistics system that will improve readiness by tracking and forecasting DLA-managed items. (Photo by Dave Benzing)

DSCC Associates Learn Army Way of Tracking Parts, Equipment

Specialist Frank Koenig. "It allows us to track requisitions, track NSNs (National Stock Numbered items), and track parts.

"You can pull up an NSN and find which unit has that part, added Koenig. "It can tell you every single unit that has the part and what condition it's in. ILAP also allows inventory managers to determine the oldest requisitions in the system along with assigned project codes."

"The chief value of ILAP to us at DSCC is that it helps us identify the gaps to fill to help the Army get vehicles repaired and fully mission capable," explained DSCC Equipment Specialist Kevin Keller. "It allows us to identify how many vehicles are offline and the parts that are lacking to make them fully mission capable. It helps us to prioritize requirements and determine which parts we should procure first."

"The ILAP shows very precise, detailed information about what repair parts are needed anywhere in the Army and what vehicles they are needed for," added Keller.

Jim Lange, the Army III Corps customer account specialist who coordinated the training, is now working on putting the DSCC and ILAP data together with the U.S. Army Logistics Support Analysis Logistics Intelligence Database in order to further increase DSCC's support of the Army. ♦

Data Integrity: Global War on

*By Annette Smith
Quality Database Program Manager
General Supply Specialist
Defense Logistics Information Service*

Accurate logistics data is fundamental to the success of our mission to support U.S. armed forces and allied partners in the Global War on Terrorism. Quality logistics data is necessary to ensure our warfighters are provided the right item, at the right time, in the right place, and at the right price.

Most dictionaries define quality as "the degree or grade of excellence." At the Defense Logistics Information Service in Battle Creek, Mich., we define data quality as "the degree to which our data correlates with factual information based on accuracy, consistency, currency, and completeness." In the case of data, discrepancies or defects affect our customers. "Dirty data" may make it difficult for our customers to obtain the correct item of supply or the item manager may be receiving faulty information. The ever-expanding role of DLIS as a data provider has resulted in a greater emphasis on data quality and purification processes to ensure the integrity of the DLIS data systems.

Much of managing data

quality involves identifying and correcting discrepancies. Once a discrepancy has been identified, "data cleansing" is the term for the process widely used to correct erroneous data. To facilitate the Federal Catalog System cleansing process, the Quality Database, widely known as "QDB," was developed.

The database is a secure, Web-based system that identifies National Stock Numbers having discrepant data that are targeted for data quality review and update. Besides identification and review, QDB allows for collaboration, tracking and historical visibility of data cleansing initiatives.

The manager of a National Stock Number or Primary Inventory Control Agency is authorized to access QDB directly through the DLIS Web site. Advantages to this are real-time collaboration as well as a single system to maintain actions related to data quality.

The "action-based" design of the QDB system offers visibility for each action whenever an NSN has many actions recommended for review and concurrence. However, each one of these actions can be closed out as they are worked, independent of the other actions. There are many advantages to an action-based



A Fundamental in the TERRORISM

system besides the ability to work and close actions individually to include the following: more accurate statistical reports; a clear visibility of all recommended actions; and assists in Total Item Reviews.

Early in 2004, QDB customers or users met to discuss important quality and system related matters such as the newest trends in data quality and future system enhancements. There are a number of goals associated with data integrity and the QDB. Keeping data current is very important to support the warfighter, so it is a high priority to DLIS and the Inventory Control Points managers.

The QDB system is flexible and expandable. If a need arises for a new data element or a new type of project, QDB can easily be adjusted to accommodate the requirements. The system currently contains over 4 million NIINs (open and closed) and over 7 million actions.

Another important feature is that QDB provides the capability for the item manager or Primary Inventory Control Agency to add additional cataloging maintenance requests to an action already resident in QDB. This is a useful feature because the PICA may choose to non-con-

cur to a recommended QDB action and offer an alternate transaction to the cataloging activity.

Approximately 182 different projects are already in QDB. New cleansing projects are added to QDB through an automated feature and are automatically routed through the PICA, the military services, and cataloging agencies based on established business rules and practices.

The project with the most volume is the Government Industry Reference Data Edit and Review project. The GIRDER program works with government manufacturers and suppliers to maintain the correct relationship between the CAGE code, manufacturer part numbers and NSN. Companies review their part number information that is in the Federal Catalog and identify obsolete, incomplete, or inaccurate information. The program serves as a direct link between government and private industry to ensure the flow of items needed to support the Defense Department's logistics requirements worldwide.

Currently, the most crucial projects in QDB are the Business System Modernization cleansing projects. BSM will result in a new enterprise system architecture.

This modernized architecture will enable the Defense Logistics Agency to re-engineer its logistics processes to reflect best commercial practices. It will also contribute to improved military readiness by implementing a more interoperable shared data environment. The BSM QDB projects consist of DLA-managed NSNs that must be cleansed, reviewed, cancelled, or updated prior to their migration to the BSM environment. Together, DLIS personnel and the ICP managers have reviewed more than 1 million NSNs for reference number synchronization between the Standard Automated Material Management System Contractor Technical Data File (SAMMS CTDF) and FLIS.

Special data cleansing projects are also loaded and tracked using QDB. Demilitarization coding is a good example of a special project. The Demilitarization Coding Management Office in DLIS is responsible for reviewing DEMIL codes and making corrections for DLA managed items while providing recommended changes to the appropriate military service for their items. The DCMO has reviewed over 2 million NSNs since the office was established in 1998; its

reviewers have a demonstrated accuracy rate of 99 percent. If the cataloging transaction to change the DEMIL rejects for any reason, the NSN is loaded to QDB for review and correction of the discrepancies.

The Data Integrity Challenge Program allows our customers to use the QDB Web homepage to challenge data quality updates accomplished by DLIS. The challenge process is simple and quick. The customer challenges the action by filling out a short form on the QDB Webpage. It is automatically routed to the "Data Quality" group e-mail box and distributed to the appropriate area such as the Cataloging directorate or the GIRDER office. Corrective actions begin within one business day of receipt of the challenge.

Presently, Marine Corps logisticians use QDB for GIRDER projects, and there are plans to further promote the product to the other military services. The Coast Guard has already shown interest.

In summary, quality data and the QDB are instrumental towards ensuring that data migrating to the BSM architecture is of the highest quality

and integrity. The QDB reinforces our DLA, service and Agency strategic data quality plans to mitigate the cost and effects of problem data for our armed forces. Ensuring data integrity is a fundamental responsibility in the War on Terrorism.

A DLA field activity, DLIS' mission is to provide interoperable, integrated, quality logistics data and information technology solutions that are applicable across the Defense Department, other federal agencies and international partners in order to optimize the effectiveness and efficiency of the supply chain. DLIS is a recognized leader in employing best practices to develop and deliver such tailored solutions for customers' evolving needs. Additional information on DLIS and its other products and services is available at www.dla.mil/dlis or through the Customer Contact Center.

DLA provides supply support, and technical and logistics services to the U.S. military services and several federal civilian agencies. Headquartered at Fort Belvoir, Va., the Agency is the one source for nearly every consumable item, whether for combat readiness, emergency preparedness or day-to-day operations. More information about DLA is available at www.dla.mil. ♦

DLIS

Ever since scholars predicted the "global village," there has been an effort to develop the "global marketplace" to supply the needs of that village. The challenge, of course, is to ensure that those attempting to trade with each other can fully understand what is being offered and accepted.

A major step closer to such communication came with the acceptance of "smart codification" by NATO's Allied Committee 135. The committee has worked for many years to develop and refine a common language of logistics known as the NATO Codification System and the committee's latest decision will share its techniques with global business.

"Helping to provide a smarter, more efficient way to identify items is part of the Defense Logistics Information Service's commitment to provide state-of-the-art logistics information support to the Department of Defense and also to the international community that we collaborate and work closely with on cataloging matters," said Rick Maison, DLIS' executive director and chair of A/C 135. This NATO committee recently held its semi-annual meeting

▲ **For more information** about Data Integrity and QDB, visit the program homepage at www.dlis.dla.mil/qdb or call the Customer Contact Center at (877) 352-2255.

HELPS WITH SMART CODES

in Brasov, Romania, and took a significant step forward in making cataloging more efficient and effective, funding a key demonstration project referred to as "Smart Codification."

By accepting standard elements of NCS into its commercial cataloging information, the Electronic Commerce Code Management Association has helped to create a new benchmark, ISO standard 22745. They have also refined the ECCMA Open Technical Dictionary or eOTD. The majority of the information in the dictionary is from the NCS and is available for general use without charge or restrictions on use.

What makes the resulting codification process so "smart" is the ability to use the eOTD to support a future functional capability that allows systems to seamlessly combine computer-aided design and product data management into a Standard for the Exchange of Product Model Data file that contains characteristic data encoded according to a stan-

dard catalog. The new STEP files will help suppliers characterize products accurately, consistently and efficiently at the source as an integral part of the design process, thus helping acquisition organizations more easily identify suitable products to meet their requirements. The "Smart Codification" prototype is scheduled for unveiling at the 10th International Symposium on Codification, to be conducted Oct. 10-13, in Edinburgh, Scotland.

Besides preventing someone from obtaining the wrong item, the ability to use smart codification to catalog items at the source is expected to offer the following additional benefits through accurate, consistent and efficient characterization: reduced codification costs; reduced time to codify a product; improved quality of the NCS catalog entries; increased inventory rationalization; enhanced interoperability between the armed forces of different NATO countries; improved availability of assets; and an open

and competitive industrial supply base.

The initial capability will include the following: enable the NCS participating nations to begin to reduce the costs of codification; exploit and enhance the existing Smart Codification developments for the NCS; and confirm that the eOTD tagged elements can be converted to NATO tagged elements.

As the U.S. National Codification Bureau, DLIS provides cataloging services on all matters related to international codification, serves as the U.S. representative to NATO codification panels and task groups, and provides codification and liaison services to U. S. activities for items produced by NATO member nations and to NATO countries and other allied nations on items produced in the United States. Through its annual "NCB College," DLIS personnel share their codification expertise to assist allied nations in their establishment of NATO compliant cataloging systems. ♦

By Tim Hoyle
Defense Logistics Information Service
Public Affairs Office

Organizers have established an online registration system to help interested parties sign up for the 10th

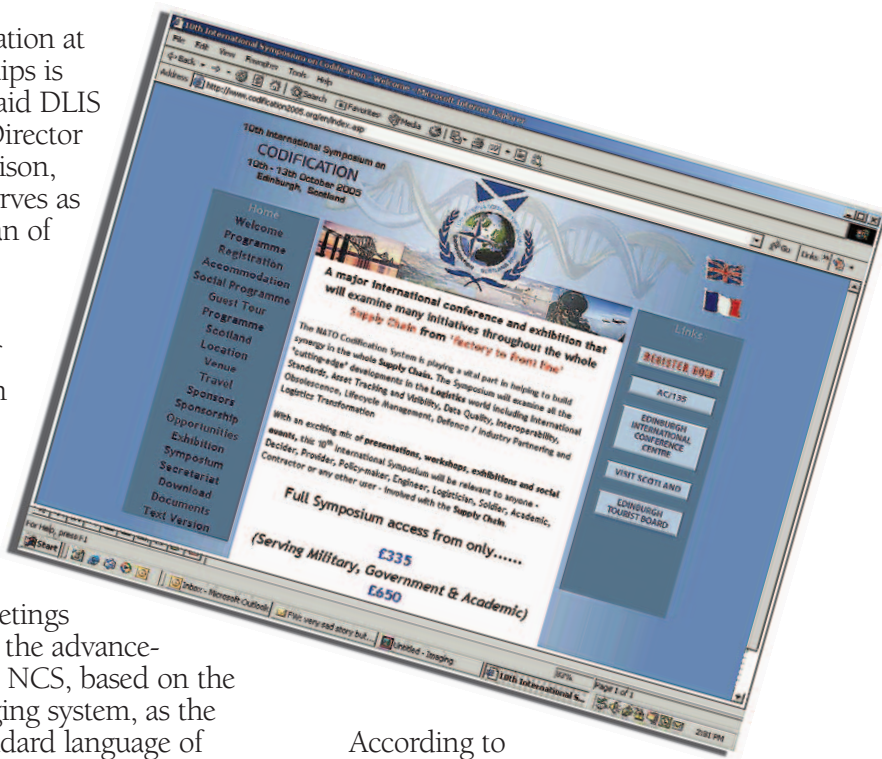
International Symposium on Codification from Oct. 10 to 13, 2005, at Edinburgh, Scotland.

Members of the Defense Logistics Information Service, Battle Creek, Mich., will join international logisticians, businesses leaders, trade associations and other interested individuals gathering from around the world for the symposium. The meetings are conducted every few years to review the current state of the NATO Codification System and discuss future development.

"Logistics continues to change and is becoming more complex. Accordingly, the logisticians' need for standard, accu-

rate information at their fingertips is growing," said DLIS Executive Director Richard Maison, who also serves as the chairman of the NATO Group of National Directors of Codification (Allied Committee 135).

The committee sponsors the meetings to continue the advancement of the NCS, based on the U.S. cataloging system, as the world's standard language of government supply chain logistics. Originally adopted for NATO, the system is now used by more than 50 nations. It is also becoming a standard for e-commerce.



According to Maison, supporters of the NCS are reaching out to industry to build a common language between government and business. Countries are improving their information products and focusing on accuracy and relevancy, and National Codification Bureaus in participating countries seek to build synergy in the logistics chain from the factory to foxhole. "This is a very exciting time for those involved with codification. The developments we are pursuing and the projects we are now actively supporting can revolutionize the way cataloging is performed in the next five years," Maison said.

The committee continued this effort during its semi-annual meeting in Brasov, Romania, in November 2004 where a significant step was taken towards developing a Smart Codification (Cataloging) program, to harness modern technology for exchange of product data via the Electronic Commerce Code Management Association's Open Technical Dictionary. This will support a future capability that allows systems to seamlessly combine computer-aided

ONLINE REGISTRATION AVAILABLE FOR NATO SYMPOSIUM

▲ **For more information** on DLIS and codification, visit www.dla.mil/dlis or call 877 352-2255.

design and product data management into a Standard for the Exchange of Product Model Data file that captures characteristic data encoded according to a standard catalog. The new STEP files will help suppliers characterize products accurately, consistently and efficiently at the source as an integral part of the design process, thus helping acquisition organizations more easily identify suitable products to meet their requirements. The "smart codification" prototype is scheduled to be among the presentations and workshops at the Symposium.

The symposium agenda will include speakers from around the world talking about a range of supply chain and codification issues plus a number of exciting social events that are planned both before and during the main conference.

Anyone who is interested in supply chain management, codification (cataloging), logistics and engineering support, international standards for data management and related topics -- whether within a military, government, industrial or commercial enterprise or organization -- should attend. All spoken and written material will be presented in English and French.

Those who would like to register online for the symposium can visit https://registration.meetingmakers.co.uk/dev/cgi/nato_2005/register?short_conference_name=nato_2005 or use the online tool at www.codification2005.org to learn about exhibition or sponsorship opportunities for the symposium.

A field activity of the Defense Logistics Agency, DLIS' mission is to provide interoperable, integrated, quality logistics data and information technology solutions that are applicable across the Defense Department, other federal agencies and international partners in order to optimize the effectiveness and efficiency of the supply chain. DLIS is a recognized leader in employing best practices to develop and deliver such tailored solutions for customers' evolving needs. ♦



♦ At the time of the activation ceremony DDC Commander, Army Col. Mike Lally passes the organization flag to Navy Cmdr. William Nash.

DDC Opens Distribution Center in Guam

By Jessica Walter
*Defense Distribution Center
Command Affairs*

The Defense Distribution Center, New Cumberland, Pa., established Defense Distribution Depot Guam, Marianas on Oct. 1, 2004.

DDGM will provide logistics support to military customers in Guam including Naval Base Guam, Guam National Guard, Army Reserves and Andersen Air Force Base. About 4,000 items will be distributed through DDGM including repair parts, subsistence items and general and construction supplies.

This distribution center in Guam is strategically placed to provide forward stocking support to the warfighters. An initiative developed to decrease both customer wait time and transportation costs, DDC's forward stocking initiative has also led to the establishment of distribution sites in Italy and Kuwait this year.

"By forward stocking highly demanded items, we are placing

supplies closer to the warfighters and increasing their overall readiness," explained DDC Commander Army Brig. Gen. Mike Lally, during the DDGM activation ceremony.

The ceremony also included an assumption of command, and DDGM's new commander is no stranger to the island. Navy Cmdr. William Nash was stationed in Guam during the mid 1990s and he is glad to return. "After one winter in Newport and three long winters in the St. Louis area, my wife and I look forward to the next three years of tropical weather with no mention of snow."

With deputy commander Debra McBeath, formerly of Defense Distribution Depot Europe in Gernersheim, Germany, Nash will lead a team of government employees and contractors who will carry out the DDGM's mission to receive, store and issue materiel to the warfighter. "The employees' level of skill and dedication is tremendous. It's a pleasure to lead them in supporting the warfighter," said Nash. ♦

SERVICES





DDPH Provides Replacement Sonar Dome to Damaged Attack Sub

By Jessica Walter
*Defense Distribution Center
Command Affairs*

The Defense Distribution Depot Pearl Harbor, Hawaii, sent a sonar dome to Naval Base Guam where the USS San Francisco (SSN 711), a Los Angeles-class fast-attack submarine, was dry docked in January while awaiting a damage assessment.

The 360-foot long sub sustained damage to the sonar dome and forward ballast tanks when it collided with what is presumed to be an uncharted underwater seamount in January, just south of Guam.

"Traveling about 350 miles under its own power, the USS San Francisco entered the port at Naval Base Guam where it was certified for a one-time docking while an engineering assessment was performed to determine where, when and if repairs will be made" said Navy Lt. Cmdr. Jeff Davis, spokesperson for Submarine Force Pacific.

The replacement sonar

dome shipped from DDPH will be used to make the sub safe for surface navigation so it can travel to Pearl Harbor or Puget Sound after the decision on the vessel's fate is made.

Sonar domes house electronic equipment used to navigate, detect, and determine the range of objects underwater, and DDPH had three of them in stock.

DDPH employees prepared the fiberglass dome for shipment processing, affixing the proper labeling and generating transportation documentation.

They had already packed and shipped the tools and equipment needed for the Naval Sea Systems Command (NAVSEA) "Fly Away" team to work with the maintenance crew in Guam to repair the sub in preparation of receiving the dome.

"The USS San Francisco was involved in an unfortunate accident, and DDPH is proud to have the opportunity to provide the necessary parts for the sub's repair," said CDR Joe Vitelli, SC, USN, DDPH Commander. ♦

▲ The sonar dome, issued from Defense Distribution Depot Pearl Harbor, Hawaii, was transported from DDPH's storage facility to the local port where a ship heading to Guam received the shipment. Photo courtesy of U.S. Navy.

DDC ACTIVATES

Distribution Site in Kuwait

By Jessica Walter
Defense Distribution Center
DDC Command Affairs

On Aug. 30, 2004, the Defense Distribution Center activated Defense Distribution Depot Kuwait, Southwest Asia based on a request from U.S. Central Command.

Joining more than 20 existing distribution sites around the world in providing logistics support to the warfighter, the primary focus of DDKS will be supporting military customers in the Middle East.

DDKS, a forward theater distribution platform, is strategically located to reduce both transportation and customer wait time. By pre-positioning highly demanded items closer to the warfighter prior to the customer's request, DDC can transport the materiel by surface instead of further stressing the expensive and limited military airlift resources. "By positioning these items in Kuwait, we will observe more than \$160 million in air transportation cost avoidance, and significantly reduce customer wait time," said DDC Commander

Army Brig. Gen. Mike Lally, during the activation ceremony.

DDKS is commanded by Army Col. Gloria Blake, who will oversee the work of a blended work force of government employees and employees from a contract partner—the Public Warehousing Company, a third party logistics provider.

In addition to routine distribution services, DDKS also has the capability to provide surge support to the warfighters in the Middle East. Currently, the stock at DDKS is primarily repair parts, barrier and construction material, clothing, textiles and tent-related items.

DDKS, is not, however, DDC's first forward distribution site serving the Middle East region. DDC recently transferred the distribu-

tion operation from DDZZ in Bahrain to DDKS. DDZZ stocked only 35 different items, and DDKS is the more permanent and robust version of DDC's Southwest Asia support mission. DDKS currently stocks about 7,000 items with the potential to add tens of thousands more in the future.

Blake said she is proud to be a part of the DDKS team providing support to the warfighters in the region. "Our goal is to ensure our customers' readiness, so we are committed to providing the right item at the right time every time." ♦



▲ Col. Gloria Blake receives the organization flag from Brig. Gen. Mike Lally, DDC commander during the activation ceremony of Defense Distribution Depot Kuwait, Southwest Asia. Joining more than 20 existing distribution sites around the world in providing logistics support to the warfighter, the primary focus of DDKS will be supporting military customers in the Middle East.



DDC Deactivates Forward Stocking Site in Bahrain

By Jessica Walter
Defense Distribution Center
Command Affairs

After nearly two years of providing front-line support to the warfighter, the Defense Distribution Center closed the distribution operation in Bahrain known as DDZZ.

The materiel and distribution function from DDZZ was transferred to the newly-activated Defense Distribution Depot Kuwait, Southwest Asia (DDKS), a permanent and more robust operation supporting military customers in the Middle East.

DDZZ was established in December 2002 to support American and Coalition Forces fighting the Global War on Terrorism. DDZZ stocked only 35 items—all heavy construction material like lumber, fencing, barbed wire and bastions—used mainly for force protection. By shipping these cumbersome and heavy items by sea to DDZZ in 2002, the Defense Logistics Agency and DDC were able to avoid more than \$50 million in air transportation costs. Also, customer wait time was dramatically reduced by having the materiel pre-stocked close to the warfighter.

Harry Tostado, a DDZZ supervisor who was deployed from the Tracy, Calif., location of Defense Distribution Depot

San Joaquin, Calif., was responsible for closing down operations at DDZZ with the help of mission partners Danish Camp Supply, the Surface Deployment and Distribution Command's 831st, the Navy Regional Contracting Center, Mapping Support Office – Bahrain, Bahrain Port Operations, Class IV (heavy construction equipment) item managers from Defense Supply Center Philadelphia, Pa., and personnel from DDKS led by Army Col. Gloria Blake, DDKS Commander.

Tostado said that being the last man out the door at DDZZ was an emotional experience. “As I turned out the lights and pulled the door closed for the last time, so many memories went through my mind. I recalled the images I saw in ‘Tent City’ at Camp Arifjan and Camp Doha – the warfighters were loaded with backpacks and gear in the sweltering heat and sandstorms. Despite the conditions, there were no complaints to be heard. I remembered the ‘thank you’ from a lieutenant in Iraq who was grateful for the shipment of lumber just received from us so they could build and sustain a better quality of life. I’ll never forget the dedication of my crew and the friendships made in Bahrain. Seeing firsthand the culture and quality of life for most workers in Bahrain gave me more reason to appreciate

living in America.”

Navy Capt. (Sel) Dan Palko, the first commander of DDZZ, gave perspective on how DDZZ began. “This project was our first attempt to stand up a distribution operation in Southwest Asia, and the demand for our services was strong—DDZZ received more than 5,000 containers of materiel and what was left to send to DDKS at deactivation filled only 600 containers.”

DDKS, activated in August 2004, has a diverse stock of nearly 7,000 items with the potential of adding tens of thousands more in the future. Although DDKS will be a permanent operation, Palko explained that Kuwait will not be the final home of DDC's Southwest Asia theater distribution platform. “DDKS is a permanent depot in a temporary location,” he said. Palko is also a Logistics and Joint Planning Officer in DDC's Strategic Plans directorate—the area responsible for locating future DDC sites. “Bahrain is a more suitable location for a distribution center in this region, allowing easy access to receive and distribute materiel to the warfighters, so we are in the planning stages of building a permanent Southwest Asia distribution center in Bahrain.”

The current plan for DDC is to return the Southwest Asian distribution operation to Bahrain within the next five years. ♦

Removal of Hazardous Waste and Material from Greenland is Smooth Sailing

By Eric Ray
Defense Reutilization and Marketing Service
Hazardous Waste Disposal Processing Branch

The Defense Reutilization and Marketing Service, Battle Creek, Mich., coordinated the removal of hazardous waste, hazardous material, and miscellaneous material from Thule Air Base, Greenland. Although pollution prevention efforts have decreased the amount of hazardous waste and hazardous material being generated by the Air Force, DRMS completed the shipment of 75,000 pounds of HW and 1,500 pounds of HM. The material was successfully transported from Greenland to Norfolk, Va., on the transport vessel American Tern.

The removal is necessary to support Air Force activities in Greenland. The retrograde was required because the local Danish contractors do not have the technical capability to dispose of much of the material.

Janice Seward from Defense Reutilization and Marketing Office Norfolk, along with Mark A. Fahrenholz, contract manager for American Environmental Services, Inc., traveled to Thule. Upon arrival there was little time to appreciate Greenland's icy scenery. In fact, the team barely had time to drop their bags before they began

working on the details to coordinate nearly 100 containers that needed to be loaded on the ship. Ignoring jet lag and cold weather, the team immediately began preparations for the shipment.

The ship arrived four days behind schedule, so no time was wasted in ensuring the material was prepped and ready for loading. "Until the ship is loaded and ready to leave, there is 24 hours-a-day activity going on at the pier. Not only was the ship taking surplus material and waste off the island, it was also bringing new materials and supplies to the island," Seward said.

The DRMS team effort was coordinated by Eric Ray and Ken Taylor, environmental protection specialists at DRMS headquarters. All efforts were coordinated with assistance from the DRMS Command Office, Melody Matherly; Contracting Office, Jo Spight; and DRMO Norfolk, Peggy McLoughlin. Further assistance was provided by Thule Air Base Operations 821 SPTS/LGT, Tech. Sgt. Eric Balogh and contractor Gert Eiberg from Thule. Personnel from American Environmental Services, Inc., provided the HW disposal contract support.

The efforts of the DRMS team once again assured that this annual event was completed without incident and the warfighter provided with expert disposal service. ♦



▲ The transport vessel American Tern is docked in Greenland to transport hazardous waste and material for the Defense Reutilization and Marketing Service.



▲ Nearly 100 containers of surplus material and hazardous waste are loaded aboard the American Tern.

ENVIRONMENT

Changes to Environmental Reporting System Make Green Procurement Reporting Easier

By Tim Hoyle
*Defense Logistics Information Service
Public Affairs Office*

New reports available in the Environmental Reporting Logistics System offer enhanced capabilities to assist in meeting the requirements of the "buy green" procurement policy issued by the Department of Defense in October 2004.

The Defense Logistics Information Service in Battle Creek, Mich., originally developed ERLS to meet environmental reporting requirements on local inventories of hazardous materials, but the system has evolved as new "green procurement" requirements began to encourage civilian and military personnel to purchase products and services that benefit the environment. Three new reports ERLS provides include a

quarterly Green Procurement Report, a "Top 8 Custom Report" that shows data at the service and agency level and a similar report at the installation level.

The ERLS GPR can be used by military services and federal agencies to track environmentally friendly purchases and provide required input to pollution prevention reports such as the Resource Conservation and Recovery Act 6002.

"The GPR provides visibility of green and non-green procurements from Defense Logistics Agency and the General Services Administration," said Phillip Messner, ERLS program manager.

The quarterly procurement report provides requisition totals by service or agency and Department of Defense Activity Address Code for all National Stock Numbers that are

assigned an Environmental Attribute Code. After each quarterly batch process completes, the report is imported from ERLS to the GPR Web application. A portion of this data is used to compile the yearly Resource Conservation and Recovery Act report. This report includes selected environmental attributes and their product categories.

When a service or agency wants to select its own "Top 8" attributes for inclusion in a report, the new custom report allows them to prepare a Top 8 RCRA using eight codes predetermined at the headquarters level. At the local level, a similar report can be prepared by matching data against the installation's activity code and eight attributes to generate a report.

These reports are possible because the system uses the ENAC data included in the Federal Logistics Information

ENVIRONMENT

System to identify the green items a user has purchased, thus making it much easier than trying to track purchases manually. The ability to tailor the format of the report being produced allows the user to adapt ERLS data for any other uses beyond meeting reporting requirements.

Since the signing of Executive Order 13101, federal agencies are required to buy fewer hazardous items and increase their use of environmentally preferred products, recycled items and items capable of being recycled. The order also included heightened reporting and compliance requirements. To meet these requirements, the senior logistics officers of each military service asked DLA to develop the ENAC.

The resulting codes are used by DLIS personnel to highlight green products in FLIS to encourage the military's use of environmentally friendly products. The source data in FLIS supports numerous logistics information systems like ERLS. Now, FLIS includes a master requirement code for environmental attributes, plus comprehensive guidelines from the Environmental Protection Agency and energy efficiency data for a select group of items.

In an Oct. 21 interview with the American Forces Press Service, Alex Beehler, DOD chief of environmental safety and occupational health, said there is no requirement under the policy to purchase green products that "cost more, are

scarce or have other limitations."

Beehler added, however, that consideration should be given to those items which would produce more cost savings or improved efficiency over the long term. According to Messner, ERLS can help customers achieve those long-term savings with information that keeps them from buying something that appears cheaper but ends up costing more because of the cost to clean up or properly dispose of the item when the mission is over.

Anyone still uncertain of how ERLS can help can get more information from the Quick Start guide on the ERLS site or by calling the DLA Customer Contact Center at (877) 352-2255. To download the guide from the Web site, go to www.dla.mil/dlis and look for the link for the "ERLS Green Procurement Report" page under the "Programs" menu. A link for obtaining the guide is available in the top portion of the GPR page. Additional information on the Green Procurement Strategy is available on <http://www.denix.osd.mil/>



[denix/Public/ES-Programs/Pollution/Procurement/GPP/gpp-intro.html](http://www.denix/Public/ES-Programs/Pollution/Procurement/GPP/gpp-intro.html)

A Defense Logistics Agency field activity, DLIS creates, obtains, manages and integrates data from several sources. It shares this data through user-friendly products and services that support logistics operations throughout the Defense Department, other federal agencies and elements of the private sector. DLIS' expertise in cataloging and information management makes it an important contributor to electronic commerce between the government and its many suppliers.

DLA provides supply support, and technical and logistics services to the U.S. military services and several federal civilian agencies. Headquartered at Fort Belvoir, Va., the Agency is the one source for nearly every consumable item, whether for combat readiness, emergency preparedness or day-to-day operations. ♦

▲ **For more information** about DLA visit www.dla.mil.

NEW ITEMS

New DSCC Contract Will Greatly Reduce Administrative Lead Time

Defense Supply Center Columbus, Ohio, has awarded a five-year indefinite quantity corporate contract to PTI Technologies, Inc. to supply several filters and parts in support of multiple weapon systems.

The contract will result in administrative lead time savings of up to 179 days, and production lead time savings of up to 50 days.

Of the 19 items supplied by the contract, 17 are Strategic Material Sourcing items. The contract, No. SP0700-04-D-9738, utilizes Electronic Commerce/Electronic Data Interchange and is primarily for stock replenishment with an average delivery of 121 days. The contract will also support direct vendor delivery requirements for non-stocked items and Foreign Military Sales.

NSN

2910-01-202-5729
4330-00-890-0336
4330-11-028-8969
4330-01-118-3171
4330-01-125-5432
4330-01-135-0149
1650-00-179-1899
1650-00-179-1996
1650-00-217-0577
1650-00-234-9350
1650-00-855-8441
1650-01-013-6023
1650-01-013-6025
1650-01-022-4262
1650-01-406-1985
6685-01-208-8641
4330-00-057-3834
4330-00-911-6596
4330-01-104-1013

Item

strainer element
filter element, fluid
filter element, fluid
filter element, fluid
parts kit, fluid
filter element, fluid
filter element, fluid
filter element, fluid
filter element, fluid
filter element, fluid
filter element, fluid
filter element, fluid
filter element, fluid
filter element, fluid
filter element, fluid
indicator, pressure
filter, fluid
filter element, fluid
filter element, fluid ❖

▲ **Additional items** may be added to this contract in the future via the add/delete clause. For more information about the contract, contact DSCC's Tracy Roberts at 614-692-2714, or DSN 850-2714.

For prices and other product information, contact the DSCC Customer Contact (Call) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.CallCenter@DLA.mil, or DSCC.ESOC@DLA.mil. Product information is also available online at WebCATS at www.dscr.dla.mil/procurement/CATS/cr.htm.

NEW ITEMS

DSCC Awards Indefinite Quantity Contracts Covering 229 Filters, Related Items

Defense Supply Center Columbus, Ohio, has awarded five 10-year indefinite delivery type contracts, covering 219 National Stock Numbered-items managed by DSCC, and 10 NSNs managed by Defense Supply Center Richmond, Va., for filters and indicators in support of various weapon systems.

The suppliers are BTMC Corporation, Kampi Components Co., Nestor Sales LLC, T&M Distributors, and Greenlees Filter LLC/United Air Filter.

Delivery can be made to stock or Direct Vendor Delivery (DVD) locations, and additional items may be added to these contracts via the add/delete clause in the future.

Of the 229 Parts, 152 are Strategic Material Sourcing items. ❖

► **For more information**, contact Cathy Beckstedt at 614-692-8601, or DSN 850-8601.

For prices and other product information, contact the DSCC Customer Contact (CALL) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.CallCenter@DLA.mil, or DSCC.ESOC@DLA.mil. Product information is also available online at WebCATS at www.dscr.dla.mil/Procurement/CATS/crri.htm.

► **For more information**, contact Nancy Back at 614-692-7949, or DSN 850-7949.

For prices and other product information, contact the DSCC Customer Contact (Call) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.CallCenter@DLA.mil, or DSCC.ESOC@DLA.mil. Product information is also available online at WebCATS at www.dscr.dla.mil/procurement/CATS/crri.htm.

NEW CONTRACT SUPPORTS MARITIME CUSTOMERS

Defense Supply Center Columbus, Ohio, has awarded a five-year Indefinite Quantity Contract to Nestor Sales LLC for support of Maritime nonpowered valve parts. The contract with Nestor Sales LLC (Commercial and Government Entity (CAGE) Code 1X015) includes 50 stock replenishment NSNs managed by DSCC. Additional NSNs may be added to the contract for expanded coverage in the future.

Nonpowered valve NSNs

4820-01-138-5562	4820-00-904-0267
4820-01-172-8985	4820-01-117-7586
4820-01-196-7143	4820-01-121-0443
4820-01-278-8636	4820-01-145-6708
4730-00-172-0049	4820-01-154-6553
4730-00-230-8774	4820-01-184-9373
4730-00-705-9555	4820-01-184-9804
4730-00-948-1719	4820-01-204-8419
4730-01-265-0453	4820-01-225-6896
4820-00-061-5652	4820-01-238-5942
4820-00-064-2718	4820-01-258-7210
4820-00-186-3568	4820-01-264-7472
4820-00-188-8263	4820-01-268-3280
4820-00-240-9218	4820-01-276-4068
4820-00-268-8779	4820-01-293-8533
4820-00-268-9157	4820-01-303-9239
4820-00-278-9874	4820-01-383-5178
4820-00-287-3114	4820-01-398-9897
4820-00-287-5998	4820-01-433-2639
4820-00-288-7568	4820-01-448-7228
4820-00-432-9583	4820-01-449-7005
4820-00-433-2966	4820-01-453-7787
4820-00-451-6024	4820-01-453-7822
4820-00-483-0679	4820-01-453-9355
4820-00-595-1847	4820-01-464-7094 ❖

New DSCC contract covers

250 items that support land-based, maritime, aerospace weapon systems

Defense Supply Center Columbus, Ohio, has awarded a five-year Indefinite Quantity Contract to Aqua Chem, Inc., to supply the warfighter with a wide variety of replacement parts.

The award to Aqua Chem (Commercial and Government Entity (CAGE) Code 09647), covers 250 stock replenishment National Stock Numbered-items managed by DSCC that provide support for several land-based, maritime and aerospace weapon systems. The wide variety of items and parts includes engine (non-aviation) fuel system components, pumps, valves, hoses, tubes and fittings.

Additional NSNs may be added to the contract (Contract No. SP0700-05-D-9701) at a later date in accordance with the add/delete clause. ❖

▲ **For more information**, contact Nancy Back at 614-692-7949.

For prices and other product information, contact the DSCC Customer Contact (Call) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.CallCenter@DLA.mil, or DSCC.ESOC@DLA.mil. Product information is also available online at WebCATS at www.dscr.dla.mil/procurement/CATS/cr.htm.

Fluid filter parts provided by new DSCC contract

Defense Supply Center Columbus, Ohio, has awarded a five-year indefinite quantity corporate contract to Nestor Sales LLC for fluid filter parts that support multiple weapon systems. A major advantage of the new agreement is a reduction of administrative lead time.

These items covered under contract No. SP0700-04-D-9739 are of various Federal Supply Classes that are used in support of several weapon systems. Five of the items are Strategic Material Sourcing items.

The new contract utilizes Electronic Commerce/Electronic Data Interchange primarily for stock replenishment. It provides for an average delivery of 116 days, but will also support direct vendor delivery requirements for non-stocked items and Foreign Military Sales.

Administrative lead time saved by the contract will be up to 65 days. Additional items may be added to this contract in the future via the add/delete clause.

NSN

4330-01-222-5511
4820-00-140-9771
1650-00-052-6925
4330-00-061-7906
4330-00-191-3092
4330-01-157-3630

ITEM

filter element, fluid
valve, relief, pressure
filter element, fluid
filter element, fluid
filter element, fluid
filter element, fluid ❖

▲ **For more information**, about this new contract, contact Tracy Roberts at 614-692-2714, or DSN 850-2714.

For prices and other product information, contact the DSCC Customer Contact (Call) Center at 614-692-2271, or 614-692-3191, Fax 614-692-1374 (DSN 850), or at e-mail addresses: DSCC.CallCenter@DLA.mil, or DSCC.ESOC@DLA.mil. Product information is also available online at WebCATS at www.dscr.dla.mil/procurement/CATS/cr.htm.

WHO TO CALL

DLA Customer SUPPORT Representatives LISTING IS *ONLINE*

The Defense Logistics Agency customer support representative listing previously published in *LogLines* is available online. The listing contains the names and telephone numbers of DLA personnel

located worldwide to assist you. If you need assistance with a particular problem, please call the representative located nearest to you. Support is also available 24 hours a day at our toll-free

number, 1-877-DLA-CALL (352-2255). The most current listing is at the DLA Customer Operations and Readiness Web site at <https://today.dla.mil/J-4/COS/CSRS.doc>

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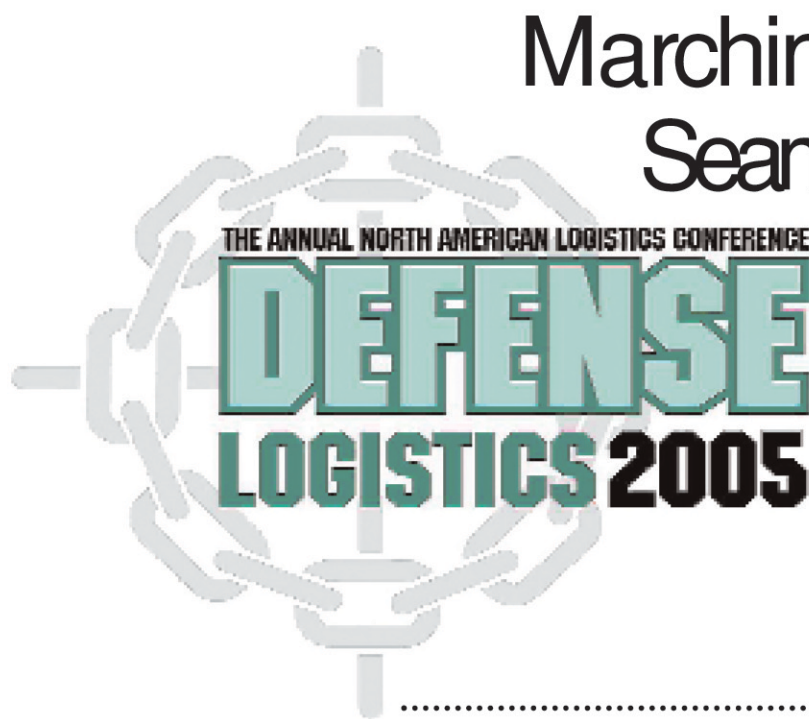
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Current DLA supplier ____
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 Disadvantaged Business supplier ____
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 Neither agree nor disagree ____
 Disagree ____
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1-800-411-9127 or DSN 427-5447
Fax 703-767-5423/DSN 427-5423
- Write to the DLA Complaint Program:
Complaint Investigations (DI)
Defense Logistics Agency
8725 John J. Kingman Road, Suite 2358
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- The DOD Defense Hotline Program Web site at:
www.dodig.osd.mil/hotline
- The DOD Defense Hotline Program at:
1-800-424-9098 or
- Write to the DOD Defense Hotline Program:
Defense Hotline
The Pentagon
Washington, DC 20301-1900
- The DOD Defense Hotline e-mail at:
hotline@dodig.osd.mil ❖

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*To provide best value logistics support to America's Armed Forces,
in peace and war...around the clock, around the world.*

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America's warfighters.*



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